JUNE 1, 1940



TWENTY CENTS

# Sallish Manusements Manusements

Salesmen Are NOT Through at Forty!—Three Sales Managers Present a Case

Formfit Lifts Its Product above the Price Dog-Fight: Sales Jump 50 Per Cent

400 Women Rate Personal-Care Advertising for Attention, Interest, Conviction

A Technique for Analyzing Sales Ability through Planned Personal Interviews

Significant Trends—Advertising Campaigns—Business-Consumer Relations

E MAGAZINE OF MODERN MARKETING



... put this great

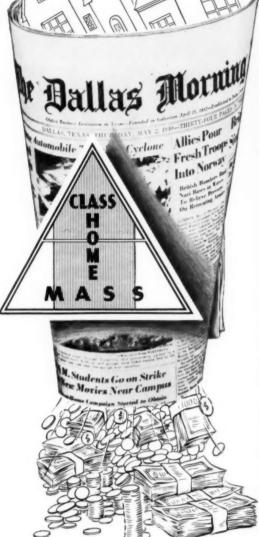
SALESMAN

to work for you in

Texas' Major Market

.... A salesman with greatest Class Response for the advertiser as proven by its dominance in style merchandise and by predominant patronage from Dallas' famed "Fifth Avenue" stores and shops.

.... A salesman with greatest Mass and Home Response as attested by its perennial leadership in classified advertising.



Sell the Readers of The News and You Have Sold the Dallas Market

# The Dallas Morning News

John B. Woodward, Inc., Representatives

Member, Basic Newspaper Group, Inc.

Affiliates: The Semi-Weekly Farm News, Radio Station WFAA (50,000 Watts)

The Texas Almanac and State Industrial Guide

The New York Selling-Problem"

BLOCK-BY-BISSK

BLOCK-BY-BISSK

IS USANOE.

Advertisers and agencymen quickly sensed the significance of the World-Telegram Block-by-Block Analysis. They term it, "... the new measure of the New York Market."

Block-by-Block is a practical study ... practical and usable! It is a finely detailed analysis of New York City and its suburbs ... a crystal clear concept of the entire market.

Block-by-Block measures the New York Market according to the best research practice. It is based on a 40% sample in an area where a 2% cross-section is considered ample. And its value is a factual revelation of the one important factor upon which to base the economic value of families to advertisers.

USABLE – Though advertisers and agencymen have known it but a few weeks, the Block-by-Block Analysis is now being used as the new measure of the New York market.

USABLE - Block-by-Block infallibly tells the ad-value of prospects and customers, wherever they live in the Market area.

USABLE — Block-by-Block measures sales potentials—lays out salesmen's routes—shows present product acceptance and future expansion possibilities, as well as replacement markets, etc.

USABLE – There is no other sales tool more flexibly usable than Block-by-Block. It is indeed the answer to every executive who has his hopes pinned on more sales to the great New York Market!





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Inc.

# New York World-Telegram

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS HOWARD

CHICAGO \* DETROIT \* MEMPHIS PHILADELPHIA \* SAN FRANCISCO

IMBER of THE UNITED PRESS. THE ASSOCIATED PRESS ... THE AUDIT BUREAU OF CIRCULATIONS and MEDIA BECORDS, INC.



#### 'Tisn't Free, But It's Good

In Dad's day, every bar had free lunch. That early American institution is gone in many places—California bans it with a law prohibiting the serving of food free with drinks. Lunch is now sold in California, and after several years of experiment since repeal, has started to grow into a real industry.

Three years ago Howard W. Neal became interested in the evolution of the snack trade that had grown up hit-and-miss in the 8,000 bars and cocktail lounges in Southern California. Since free lunch could not be served, small caterers had arisen, placing five- and ten-cent snacks in bars, to be bought by patrons who felt that a drink should have "something to fall on."

There were hundreds of these caterers. With a few dollars invested in food, packaged and displayed in bars, they could get a start. But many failed to hold even one bar route, and hardly any had more than a half-dozen routes.

Mr. Neal had the idea that this petty peddling trade could be made the foundation of a real business, with a clean plant for preparing and packaging the snacks, and a distributing system covering all Southern California.

Today, at the end of his third year, he sells about 200,000 snacks monthly, with distribution as far as the Imperial Valley, and his Federal Foods Corp. is growing by leaps and bounds.

The first thing he did was to start with something entirely new and different from the pretzels, pickles, smoked beef and salted nuts that made up the bulk of the peddling trade.

As a kid, he had been fond of a type of cracklings, which are pork rinds cooked to a crisp. Packing houses that package sliced bacon had hundreds of pounds of bacon rinds that were practically waste. The dark-colored fat could be rendered out for cooking, but it had to seek markets like Puerto Rico, where poorer people did not object to the color.

Mr. Neal bought these rinds at a very reasonable price, and made them into a new type of cracklings, first degreasing them, and then cooking by a special process that made them crisp, brown and tasty. He found, as he had suspected, that people liked cracklings when they were not too greasy, and his "Bakon Crispies" made an immediate impression. The bars stocked them, and repeat orders made them staple. Upon them he began building a regular line which today comprises a dozen different snacks.

There is "Cheez-Krax," a tidbit made by cooking cheese saturated crackers; "Beef Jerky," a Southwestern snack, Mexican style dried beef, called "charqui"; Indian smoked salmon; Louisiana dried shrimps; "Korn Snax" made of maize cooked in fat; and smoked herring, pretzels, salted nuts, and so on.

Snackman Neal's factory is really a kitchen, where girls cook some of the snacks, such as the bacon crispies, for which he had devised a special cooker, and cut up or grade others—dried beef and shrimps, for example, which are bought outside in bulk.

The whole business depends on fresh merchandise. Foods quickly deteriorate unless they can be sealed against even the low

percentage of humidity in the Southern California climate. Some of the wrapping materials that were tried at the outset would hold crispness for a week or ten days, and the returns of unsold goods ran about 10%. This seemed to be a margin of loss that had to be accepted, as part of the business.

Then the new packaging material "Pliofilm" was tried. This holds crispness so well that returns have dropped to one-half of 1%, and route men are able to extend their deliveries into thinner populated territory, because it is not necessary to call so often to replace goods that have gone stale. Mr. Neal has devised his own machine for making the small bags in which the snacks are sealed, for display on cards in bars.

His business is now beginning to develop demand in regular food markets, because people who try, for instance, the bacon crisps in bars, want to buy them for home parties. For the food market, a 25-cent package is put up.

#### Cap and Gown Business

Residents of Albany, N. Y., know Cotrell & Leonard chiefly as a women's specialty store, but college students and instructors all over the U. S. know it for its manufacture of caps, gowns and hoods worn at commencement time. The business of furnishing such regalia is a highly specialized one, and the firm's 50-odd years of experience give it an edge over younger competitors.

It is not surprising that experience is valuable, for just learning "to read" a costume is a memory chore, and there are many distinctions among the various gowns and hoods. These are based on the degree—bachelor's, master's or doctor's—and also on the department—science, laws, arts and letters, etc.

The wearing of caps and gowns is said to have originated in medieval times when halls of learning were damp and drafty. Americans used them as long ago as colonial days. The custom was common only among faculty members at first, but about the 80's it was adopted by some students and it soon became widespread.

Cotrell & Leonard entered the cap and gown business because one of the family, young Gardner Cotrell Leonard, designed gowns for his class at Williams and had the firm execute them. This happened in 1887, the firm having existed, as a general store, since 1832. After graduation young Leonard extended the service



Life was real, life was earnest to this co-ed of 1896. Her sorority sister of 1940 may be gayer, but the gown is virtually identical.

Sales Management, published semi-monthly on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright June 1, 1940, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. June 1, 1940. Volume 46. No. 12:

Cosmopolitan's GAIN in '39 over '38.

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in the first 6 months of 1940 over 1939, follows a similar gain



est city in Texas . . . the second largest city in the South . . . and one of the fastest growing cities in the United States, the growth of The Houston Chronicle has been even more rapid than that of Houston.

Today, The Houston Chronicle, with a Daily Circulation of 111,912 and a Sunday Circulation of 116,892, covers a greater percentage of the families in the Houston market than ever before.

In Daily Circulation alone, in the last five years, The Houston Chronicle has gained 19,997 subscribers. That's some jump! In fact, it's a 57% greater increase than the Post's and 365% greater than the Press'

People plus money make markets not just people alone. The people in Houston have money. Ranking third in the entire United States in Effective Buying Income per White Family, Houston is that rare kind of volume market where selling costs are low; profits high.

In Houston, it is not necessary to use two newspapers. The

to use two newspapers. The Houston Chronicle ALONE can do the job for you.

# To Sell Houston --- Buy Chronicle THE HOUSTON CHRONICLE

First In Circulation and Advertising
For Over a Quarter Century

R. W. McCARTHY National Advertising Manager THE BRANHAM COMPANY
Hatianal
Representatives

to other schools. It was not until 1895, however, that the system was standardized, largely through the activities of Mr. Leonard. A commission, with representatives from leading universities, developed the Intercollegiate Code, which specified types of caps, gowns and hoods for various degrees, and the colors to designate the departments in which degrees are conferred. Out of this grew the Intercollegiate Bureau of Academic Costume, for which Cotrell & Leonard acts as repository. Most schools follow its recommendations, but Harvard is an outstanding exception, with its velvetless hoods and colored crowsfeet on the gown front, to show the branch of knowledge in which the degree is conferred.

Within the last 20 years, the outright sale of caps and gowns has been greatly curtailed, and the rental business has grown to huge proportions. There are many headaches in the industry, the biggest being the seasonal one of everyone wanting the outfits at the same time. Another is the younger generation's tendency to depart from tradition, some schools even going so far as to allow students to vote on the type of costume worn. There's a trend toward using caps and gowns for high school graduation, which means increased business for C & L. Unfortunately, however, some classes vote for white outfits, on which there is no profit, what with refreshment and lipstick stains ruining gowns beyond further use. Caps are also a big problem, as they are easily soiled and difficult, if not impossible, to clean.

Rental fees vary from \$1.50, for high, school graduation outfits, to \$8.75 for some of the higher degrees. Students complain that the rate is high, since, "We just wear them an hour or so." From the supplier's point of view, the rates are low, since one wearer keeps a costume out of circulation from two to three weeks, depending on his distance from Albany. Whenever possible, shipments are made by Railway Express—in order to guarantee delivery—C & L paying transportation costs.

The growing custom of awarding honorary degrees to distinguished persons has helped offset low rentals and increased costs of production and handling. The college awarding the degree presents the recipient with his hood, which costs from \$15 upward, depending upon the design and material. Cottell & Leonard has supplied gowns for both the President and Mrs. Roosevelt and for many other notables, including J. Edgar Hoover, Mayor LaGuardia, Harvey S. Firestone, Jr., Alexander Woollcott, John McCormick, Colonel Lindbergh, Helen Hayes, and S. Parkes Cadman. The firm also outfits the members of the Supreme Court, whose robes cost around \$100. When Chief Justice Hughes ordered a new one last year, C & L officials interpreted this as evidence that he had no thought of retiring.

University graduates who intend to teach or enter the ministry often buy their gowns instead of renting them. Unfortunately, from the company's standpoint, gowns last a long time. Just last year a man sent one in, a silk gown bought in 1919, with a note saying, "Please repair. I have grown a little stouter." His vagueness is typical of the learned professions, according to O. J. Hoppner, C & L vice-president, who has almost come to believe that the more brilliant the individual, the more difficult to deal with.

Men of learning have serious "figure problems." They are likely to be rotund, round-shouldered, or tall and gangly; but it seldom occurs to them that accurate measurements are necessary for the proper fit of a robe. They incline toward carelessness, too, and are given to discarding their gowns in heaps on dirty tables or chairs. In their defense, it must be said that the outfits are usually worn during the hot season, at stiff, uncomfortable ceremonies.

C & L employs about 25 field representatives, some on full time, others combining their activities for the firm with the selling of diplomas and rings. The busy selling season is early in the school year, when most orders are placed, but there are many stragglers—schools that neglect ordering until the eve of commencement. These last-minute orders are troublesome, but the firm rarely fails to fill them.

The original code stipulated that the bachelor's gown should be fashioned from "worsted stuff with semi-stiff yoke, long pleated front and intricate shirring or pleating across the shoulders and back." Some "worsted stuff" is still used, mainly serge, but silk and, to an increasing extent, rayon and rayon-and-silk, are also being used. In design there has been little change. Hood patterns, for example, are exactly the same as they were in 1902.



314,814

-one of the highest average daily net paid April circulations in our history!

424,746

—the highest average Sunday net paid April circulation in our history and the largest circulation EVER attained by ANY Michigan newspaper.

—and the **Highest** HOME DELIVERED Circulation in Our History—the **Third** Largest Regular Carrier A. B. C. Recognized Home Delivered Circulation in the United States.

Never Before Have the Advertising Columns of The Detroit Times Been as Valuable as They Are Today . . . and Despite All Claims to the Contrary . . . The Detroit Trading Area CANNOT Be Covered Adequately Without The Detroit Times.



"Yes Indeed, the Trend Is to The Times"



# THE DETROIT TIMES



REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

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# Sales Management

VOL. 46, NO. 12

JUNE 1, 1940

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#### Notes from the Managing Editor's Desk

When dealers seem to be competing on a line of merchandise to see who can offer the worst grade of goods at the lowest price, it takes courage for a manufacturer to set out deliberately to create a new high quality product well above the bargain-counter level in its cost to the consumer. But Formfit followed just that procedure, with noteworthy results. Story in this issue on page 25.

One of the most capably advertised and intelligently merchandised brands of coffee in the U. S. market is that of Hills Bros. They have developed a formula for capturing a market—and what is more important, of holding a market once demand has been established. How they manage this neat trick will be told in an article scheduled for the June 15 issue of SALES MANAGEMENT.

Coming soon: An outline of the sales policies through which a leading automobile dealer in Detroit sells one car every 89 minutes of every working day . . . how H. D. Lee is teaching its dealers to do outside selling . . . what a group of midwest coal producers did to reverse a badly slipping sales curve.

A. R. HAHN.



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OWNED AND OPERATED BY NATIONAL LIFE & ACCIDENT INS. CO., INC.

National Representatives, Edward Petry & Co., Inc.

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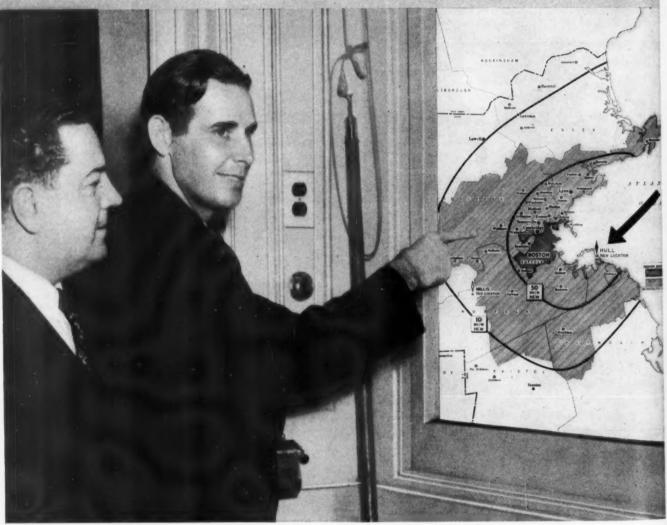
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# Here's still <u>another</u> big bonus for Blue Network Advertisers

— and you don't need a million bucks to do a national advertising job on the network which now offers you extra coverage in this great New England "Money Market" at no extra cost!



When His Honor gets steamed up about radio, that's something. And here you see Mayor Maurice J. Tobin of Boston in action. He's pointing out the new coverage of WBZ and saying to Vincent F. Callahan, the station's General Manager, "Boston is as proud of its super-power radio station as you are yourself. And we, too, look forward to the increase in the already excellent service you will render this

city . . . What a great opportunity for Boston and Boston's business to utilize radio's most modern magic to our mutual benefit!" Yes—and a great sales opportunity for Blue advertisers who know the Blue's "Money Market" coverage at unmatched national cost is regularly topped off with a delicious portion of extra coverage bonus at no extra cost.

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BLUE NETWORK advertisers are grinning more broadly than ever these days. For another luscious Blue bonus has been given to them. This time, it's extra coverage in the rich Metropolitan Boston area—at no extra cost!

To cover New England's richest market as it has never been covered before by radio, WBZ moves its transmitter location to Hull, on Boston Harbor. There the most modern 50,000 watt transmitting facilities were built. And with them, dominant coverage has been emphatically obtained!

This is another of the many extra coverage bonuses that the Blue Network has been pyramiding for advertisers in the past eleven months. And this is one reason why the Blue has become America's outstanding advertising buy.

Other reasons why 70% of the Blue's 1938 advertisers renewed for 1939-40 and brought 17 new Blue boosters with them:

#### 1. Lowest national cost-

the result of the famous Blue Network Discount Plan.

#### 2. "Money Market" Coverage—

concentrated in the places where 72% of America's effective buying power is located.

At all-time low cost you can take new profits out of your business by discovering that sales begin where the Blue begins—for only \$5,000\* a week, nighttime half hour, coast to coast. National Broadcasting Company, A Radio Corporation of America Service.

\*Time only

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WBZ War council agog over the blitzkrieg of orders that advertisers have fired at them. At Mr. Callahan's left in the front row, Frank R. Bowes, sales manager. On Mr. Callahan's right, Dwight A. Myer, plant manager. Looking on, sales promotion manager, Harry D. Goodwin, and program director, John F. McNamara. Said Mr. Bowes: "We could stay on the air twenty-four hours a day and still do a land office business the way the orders are piling in from advertisers!" To which Mr. Callahan replied: "That just proves advertisers know a good buy when they see one. We now dominate the Metropolitan Boston market of 2,500,000 listeners!" You can reach 'em on the Blue—at all-time low cost!



Frank Bowes visits John C. Dowd, president of one of Boston's leading agencies. Said Mr. Dowd: "The increased coverage of WBZ is great news, Frank. The station has always done a grand job for our clients—and will do even better now!" Which pretty much sums up what Blue Network advertisers are saying. There are profits for you in this network—at a national cost no other medium can match!

### Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

\*\*\*\* Best relative outlook

\*\*\* Very good relative outlook

\*\*\* Good (medium) relative outlook

\*\* Fair relative outlook

★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked 東京 may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked 東京東京 In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for June, July & Aug.	Sales Prospect for Next 12 Months		Sales Prospect for June, July & Aug.	Sales Prospect for Next 12 Months
Advertising Air Conditioning Airline Travel Airplane Sales Automobile Sales.	*****	**** *** **** ****	Luggage	**** **** **** ****	** **** **** ****
Automobile Tires Baking (General)	****	**	Metal Containers Motion Picture	**	****
Banks (Revenues) Beer		**	Receipts Musical Instruments	****	***
Building Materials		***	Office Equipment		***
Candy & Chewing Gum	*	*	Oil (Cooking)	*	*
Canned Fruits and			Paint	***	***
Vegetables		**	Paper (Newsprint)	****	***
Cereals		☆★★★★	Paper (Wrapping and	****	***
Chemicals (Misc.) Cigarettes		*	Container) Photographic Supplies	****	****
Cigars		*	Plastics	****	****
Clothing (Men's, Wo-	***		Printing and Publishing		1
men's & Children's)		***	Equipment	**	***
Coal (Anthracite)		**	Radios	***	***
Coal (Bituminous)		****	Railroad Equipment		****
Cosmetics		***	Railroad (Net Income)		****
Cotton Textiles		**	Refrigerators		**
Dairy Products		**	Rural Stores		****
Department Stores Diesel Engines			Security Financing		*
Drugs and Medicines		**	Shipbuilding		****
Electrical Equipment		~~	Shoes		***
(Heavy)		****	Silk Textiles		*
Electrical Equipment		RAAAA	Soap		**
(Light)		****	Soft Drinks		****
Exports		****	Sporting Goods		****
Flour		*	Stationery (Commer'1)	***	**
Furs		****	Steel and Iron	****	****
Gasoline and Oil			Sugar	*	*
Glass and Materials		****	Surgical Equipment and		
Groceries		*	Supplies	**	***
Hardware	***	***	Synthetic Textiles		
Hotels House Furnishings (Floor Coverings,	. ****	***	(Rayon, Nylon, etc.) Television Toothpaste and Mouth	*****	****
Furniture, Beds, etc.)	***	**	Washes	. *	*
Household Products			Toys and Games	***	***
(Kitchenware and			Trailers (Autos)		***
Miscellaneous)		**	Travel (Domestic)		
Imports		***	Travel (Sea)		*
Insurance (Life)		**	Trucks		
Jewelry		****	Utilities-Electric		**
Laundry Alababalia	***	***	Utilities—Gas		***
Liquor (Alchoholic Beverages)	44	4	Utilities—Telegraph Utilities—Telephone		**
Deverages)	**	*	Washing Machines		**

PREPARED by PETER B. B. ANDREWS, economist of H. Hentz & Co., New York, and specially copyrigted by Sales Management, Inc. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. Sales Management, Inc., 420 Lexington Avenue, New York, N. Y.

#### New Defense Program To Be Major Business Stimulant This Year

Business activity, which had been gaining steadily in recent weeks, soon will be sharply stimulated by the gigantic new emergency national defense program and its inflationary implications. Our new armament projects which have as one of their major ob jectives an airplane production capacity of 50,000 planes annually, contemplate expenditures of over \$3,100,000,000 including over \$1,825,000,000 for the Army and about \$1,285,000,000 for the Navy. Apparently, Government outlays are headed for levels scarcely ever exceeded in the history of the country. Even farm-aid payments are being enlarged and accelerated, and unemployment relief is not now scheduled to be cut, as originally budgeted.

Willingness of all major parties concerned to rush the defense program indicates that the effect on business will be felt almost immediately. Should the carrying out of this huge program be accompanied by a lengthy war in Europe, business activity here could top the record 1929 level by a substantial margin. Current new commitments of the Allies for aircraft, machine tools, munitions and other equipment, amount to about \$600,000,000. This is aside from \$1,000,000,000 in past commitments, 80% of which have been placed since January 1,

#### Even Allies' Defeat No Brake

If by some calamity the Allie should be unable to carry out their commitments, there would still be no slowing down of the projected vast step-up of the machine tool, aircraft, plant-construction, shipbuilding, steel, munitions, aviation, gasoline and similar industries; in fact, only an early Allied victory can now stop the large scale launching of our new defense program. A further major stimulus to these industries also is likely to come from the Latin-American republics, where arming for defense is rising rapidly.

With Government aid already pledged to finance expansion where private interests might be reluctant, speedy financing of the new armament projects seems assured. Perhaps one of the best indications of the current trend of thought is found in one Government official's plan—extreme, but feasible—which would raise up to \$20,000,000,000 annually for national

military expenditures.



The ignition key is out for you . . . at your Chevrolet dealer's . . . any day you call for it!

And when you accept this key, and step gaily into Chevrolet for '40, you'll not only have the key to America's first-place car, but you'll also have "the key to the city" and to all the hills and highways and byways of the nation as well.

For this big, smart, high-powered traveler is the master of every motoring condition you'll meet on a trip across the country or around the world!

Drive it—and you'll find it starts, steers, shifts and stops with the utmost ease!... Drive it—and you'll find it outaccelerates all other cars in its price

range!... Drive it—and you'll find it outclimbs them, too!... Drive it—and you'll find it's the smoothest, safest, steadiest riding car in the entire low-price field in fact, the only car with "The Ride Royal\*"!

In '40 again, for the ninth year in the last ten, people are buying more Chevrolets than any other make of car, so you know Chevrolet for '40 must be like a dream come true!

And now we invite you to put it to the final test...eye it, TRY IT, buy it...so you will join the throng who are saying, "Chevrolet's First Again." Please accept our invitation to drive this car—today!

\*On Special De Luxe and Master De Luxe Series.

CHEVROLET MOTOR DIVISION, General Motors Sales Corporation, DETROIT, MICHIGAN



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# Current Effective Buying Income

(Estimated as of July 1, 1940)

State & Section	Ratio of Chan;e (USA=100) for 12 menths ending Ju'y 1	Per-Family Annual, 12 Months to Date	Gain, in Millions of Dollars over Previous 12 months	State & Section	Ratio of Change (USA=100) for 12 months ending Ju'y 1	Per-Family Annual, 12 Months to Date	Gain, in Millions of Dollars over Previous 12 months
Connecticut		\$3,270	123.9	Delaware	97.0	2,838	7.7
Maine	101.3	2,207	25.5	D. C	96.7	4,770	26.9
Massachusetts	101.6	3,185	215.6	Florida	93.9	2,078	18.3
New Hampshire		2,188	16.2	Georgia	98.4	1,574	54.5
Rhode Island	94.7	2,876	15.6	Maryland	108.6	2,952	122.7
Vermont	97.1	2,354	10.0	North Carolina	101.8	1,671	96.0
New England	102.0	2,983	406.8	South Carolina Virginia	100.3 102.5	1,448	40.6 85.6
New Jersey	101.2	2,977	191.9	West Virginia	109.4	1,875	74.9
New York		3,346	356.9				
Pennsylvania		2,768	648.2	S. Atlantic	101.6	2,004	527.2
Middle Atl		2 221		Arkansas	95.1	1,172	20.3
Middle Att	100.1	3,086	1,196.9	Louisiana	94.7	1,578	32.3
Illinolo				Oklahoma	95.0	1,725	34.7
Illinois Indiana	100.2	2,548	300.2	Texas	94.6	2,106	98.3
Michigan		2,087	152.7				
Ohio	103.1	2,765	233.3	W. S. Central.	95.0	1,800	185.6
Wisconsin		2,522	328.2	Arizona			
WISCONSIN	99.6	2,472	107.4	Colorado		2,145	9.4
E. N. Central.	102.2	2,512	1,121.8	Idaho	20.0	2,117	24.9
	102.2	2,312	1,141.0	Montena		2,216	14.4
lewa	99.1	2,227	88.9	Nevada	10410	2,366	29.3
Kansas	99.3	1,790	63.8	New Mexico		3,067	1.1
Minnesota	99.1	2,691	108.2		****	1,826	4.9
Missouri		2,120	107.4	Wyoming		2,352	22.8
Nebraska	96.8	1,764	24.9	wyoming	100.5	2,837	7.4
North Daketa		1,903	36.0	Mountain	99.4	2,240	114.2
South Dakota	106.5	1,848	26.6		77.4	2,240	114.2
	100.5	1,040	20.0	California	100.3	3,052	300.0
W. N. Central	99.8	2,137	455.8	Oregon	94.8	2,336	23.9
				Washington	94.9	2,512	35.0
Alabama	95.0	1,076	29.7	Pacific	99.2	2,870	358.9
Kentucky		1,335	23.7				
Mississippi		778	10.7	United States		2,416	4,460.0
Tennessee	94.8	1,540	28.7		Relative 106.6		
E. S. Central	94.4	1,205	92.8		Actual		

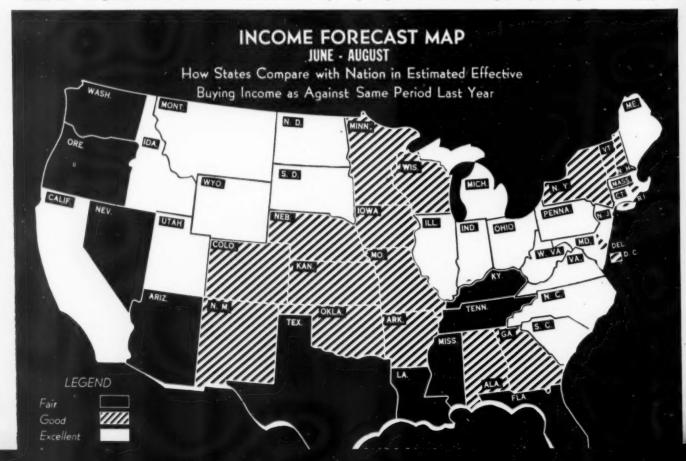
## *Sales Management* High-Spot Cities

The Ratio of City to Nation in Expected Income Change Next Month vs. Same Period Last Year. U. S. A. = 100.

	U. 3	s. A.=100.	
Co'umbus, Ga	133	Wi'liamsport	100
Du'uth	127	Macon	109
Du'uth Newport News	126	Macon Evansville	100
Ferkeley	123	Wichita Falls	100
Ferkeley	120	Cleve and	109
milineapo.is			
Memphis	117	Hartford	108
Reno	117	Baltimore	108
Reno Jackson, Miss	117	Portland, Ore.	108
Chester	116	Youngstown	108
Mobile	115	Cedar Rapids	108
Fargo	. 115	Lansing	108
Bay City	114	Ga'veston	108
Topeka	113	York	108
Topeka Decatur	113	Midd'etown, Ohio	108
Wi mington, Del	112	Champaign-Urbana .	108
Saginaw	112	Springfie'd, Mo	108
Detroit	111	Stockton	108
Miami		Toledo	
Johnstown		Canton	
Charlotte	111	Lima	
Grand Rapids	111	Lorain	107
Sheboygan	111	Warren, Ohio	107
Pittsburgh	110	Peoria	107
Bi:mingham	110	Durham	107
Montgomery	_110	Springfield, III	107
Tampa	110	Camden	107
South Bend	110	Albuque que	107
Terre Haute	110	Hammond	107
Ka'amazoo	110	Jamestown, N. Y.	107
Worcester	109	Chicago	106
At'anta	109	Seattle	106
Co'umbus, Ohio	109	Salt Lake City	106
Spokane	109	Tacoma	
Dayton	109	Flint	106
Rockford	109	Jacksonville	
Dayton Rockford Charleston, S. C.	109	Erie	
Lynchburg	109	Passaic	106
Holyoke	109	Indianapolis Kansas City, Mo.	105
Gary	109	Kansas City, Mo.	105
Augusta, Ga	_ 109	Continued Belo	2W

Other High-Spot Cities include the following at 105: Houston, Knoxville, Charleston, W. Va., Allentown, Lexington, Quincy, Ill.; at 104 are Dallas, Shreveport, Wichita, Greensboro, Huntington, Danville, Ill., Oshkosh, Boise. . . Every month SALES MANAGEMENT charts the business progress of 204 cities. The ones shown above and at the upper right are the 93 where, in the coming month, income and retail sales should show the greatest increase in relation to the national average,

which currently is up 7.6% from last year. In Minneapolis, for example, the degree of gain should be 20% better than for the nation as a whole. As a special service this magazine will mail, ten days in advance of publication, a mineographed list giving the forward ratings of all 204 cities. The price is \$1.00 a year. An invaluable guide for your branch and district managers, too. Useful for setting sales quotas, deciding on special promotion and advertising drives, forestalling salesmen's alibis, etc.



# We're in the building business now...

sponsoring - and building - low cost homes

AYBE building is in our blood. We've just finished the big job of building our new 50,000 watt transmitter site and—we're off again!

This time it's homes. Model homes. It happened this way: Although we rank third in the nation in per capita building expenditures, there was a feeling that Washingtonians should know more about low cost homes.

So—who could better tell them than the favorite voice of Washingtonians—WJSV? We got together a builder and a group of participating sponsors and, between us all, started building—six small budget houses in six sections of the District.

They're well under way now and the crowds are rarin' to come. And see. And, we think, to emulate.

We're much too busy to take time out just to pat ourselves and the builders on the back. But we thought we ought pass on the word about this new WJSV service to the public. It's another in the long chain that has forged WJSV so closely to the lives and the hearts of Washington radio families.

P.S. By the way, have you received your copy of the Second Quiz for the Color Blind? It's fun. Write us for one at 817 Earle Bldg., Washington, D.C.

# WISV COLUMBIA'S STATION FOR THE NATION'S CAPITAL.

Owned and operated by the Columbia Broadcasting System. Represented by Radio Sales: New York · Chicago · Detroit St. Louis · Charlotte, N. C. · Los Angeles · San Francisco June 1, 1940

# Sales are better where women read The New York Times



Check retail distribution and sales in New York and you'll learn this interesting fact—that business is generally better in neighborhoods where women read The New York Times.

The reason is quickly apparent. Business is usually better in New York's high and medium income neighborhoods because the families in these neighborhoods buy 60-70% of the generally advertised products sold here. That's why we call this part of the market the Profit Half. And in the Profit Half, as a recent study by Houser Associates, independent researchers, shows, The New York Times reaches one of the largest available markets of housewives—221,840 on weekdays, 414,180 on Sundays.

Advertising to women in The New York Times means <u>advertising</u> where you profit most. We'll be glad to tell you all about it.

### The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

ADVERTISING OFFICES: CHICAGO · DETROIT · SAN FRANCISCO · LOS. ANGELES

# Significant Trends

As seen by the Editors of Sales Management for the fortnight ending June 1, 1940:

#### The War Boom

DAY-TO-DAY DEVELOPMENTS in the European scene are confusing, and will continue to be so. There are many reasons for believing that the announcements of sweeping German victories that are coming over the radio and cables as this is being dictated will be followed by other communiques describing overwhelming advances of the Allies. Any attempt to plan sales policies on day-to-day news not only is futile but is likely to lead to serious tactical errors.

There is certainly a good gamble that the war abroad is not going to be settled immediately, and if it isn't settled immediately the Allies are most certainly going to speed up their purchases here. It is likely to be a long time before their cash is exhausted, for a recent apparently reliable estimate puts their available cash resources at a minimum of 12 and a maximum of 16 billions of dollars.



But regardless of what happens abroad, there is no questioning the fact that this country will quickly swing into an armament program and that this defense program will mean huge buying.

Out in the great industrial centers of Detroit and Cleveland observers are agreed that the American armament program will result in considerably greater industrial stimulation than the Allied war buying program, large as that is now and even in view of the fact that it will be enlarged.

Actual statistics show that business, rather than having done worse than in 1914, has really done better so far in this war. The present conflict is now in its ninth month and taking the nine-month period for the previous case and using for a pre-war yardstick the average for the three months before each outbreak, the rises compare as follows, according to Brookmire computations:

1914-1915 Gain in business index . . . . +2.7% 1939-1940 Gain in business index . . . . . 8 °%

The great heights reached in the first World War were not attained until the second and third years. Furthermore, in 1914 the underlying domestic drift was downward when war broke out; it was marked by a financial panic, with our gold reserve depleted by foreign withdrawals, since we were then a debtor nation.

The very difficulties that are now besetting the Allies and are plunging our stock market here into such deep fears over the future are likely to force them to accelerate their taking of our goods in order to make up for lost time.

Augmented war orders from abroad plus intensified armament expenditures here at home—all superimposed on

normal recovery forces—should give this answer to the question of "Where is the boom?": It's on the way.



The French are noted for their emotionalism, but in an emergency they seem more calm than Americans. On Tuesday, May 21, when securities on the New York Stock Exchange were plunging down and the Dow-Jones index lost some ten points, stocks actually gained in both London and Paris. Dispatches stated that the securities of French companies whose plants were directly in the war zone lost only fractionally.

Until some definite settlement is reached in Europe, sales executives would seem to be justified in operating on the belief that ECONOMIC RECOVERY + DOMESTIC ARMAMENT + FOREIGN WAR ORDERS = COMING BOOM.

#### Farmers Are Smart

MANY POLITICIANS of both parties, as well as government officials, occasionally come out with plans for relief of some kind or other to the farmers. And of course they can make a convincing argument along the lines that while the nation eats well, it eats less heartily of meats and grains; the exporting market for farm products isn't what it used to be and isn't likely to attain pre-war heights; prices of farm products have not been on a parity with manufactured products—thus something must be done for the farmers.

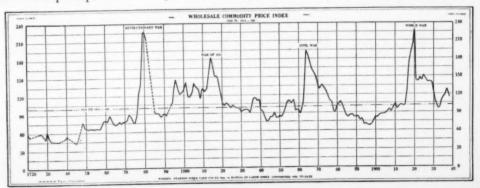
That may be true, but the farmer isn't always dumb and during the fortnight he proved it at the expense of city slickers who are the big speculators in the grain markets.

An Associated Press dispatch from Chicago shows that American farmers converted into cash most of their paper profit on stored 1939 wheat just in time to escape the price demoralizing effect of Germany's blitzkrieg on the Western Front. Last year the government made loans to the farmers on stored wheat but before the loans came due all but a very minute part of the wheat was sold by the farmers at top prices and the loans repaid. Speculators are currently left holding the bag, although the record of all previous wars would indicate that grain prices will start up again as soon as the first scare is over.



Records of the cash income from farm marketings compiled by the Department of Agriculture show that for the

Wars—and high speed preparations for wars — always spell rising prices. Wars are distinctly inflationary. They bring about a seller's market. This chart, going all the way back to 1720, shows clearly that the commodity price index has a sort of Brooklyn Bridge cablework appearance, with peaks reached during every consequential war, and the drop does not come immediately upon the declaration of peace. After the first World War, prices continued to rise until 1920. Chart courtesy Commodity Research Bureau, Inc.



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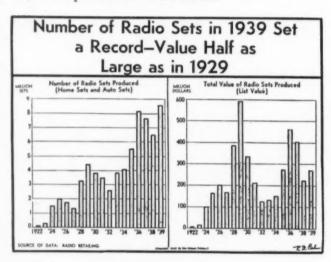
first three months of the year farmers took in more cash (not including government benefit payments) than in the same period of any of the three previous years. That helps to explain why the mail order companies are each month setting new all-time highs in sales and why the retail sales in small towns and rural areas are currently running from 15 to 25% higher than the 1929-31 average.

\*

Big-city sales as measured by department store records compiled by the Federal Reserve System are likewise up for the year—3% to the first week in May. For the full month of April, Federal Reserve Board's index was 2% higher than for the same month last year. Greatest gains were made for the year to date in the Atlanta district, followed by Richmond, St. Louis, Chicago and Cleveland.

\*

The *Progressive Grocer* points out some striking figures on A. & P. in a mailing piece which promotes their new book, "Self-Service Food Stores." The chain averaged about 15,000 stores from 1929 to 1936. In 1937 they closed 1,400 stores and made a profit of \$9,000,000. The following year they closed another 2,400 stores, and jumped their profit to \$15,800,000. Last year they closed still another flock of stores, and their estimated profit is well above \$20,000,000. Super markets are the answer.



#### **High-Spot Cities**

THE REACTION to SM's list of High-Spot Cities inaugurated in the May 1 issue, was so overwhelmingly favorable that the editors have expanded the list this month (see page 12). Plans are made to devote even greater space to this feature in coming months through a breakdown of cities by population groups, and possibly the selection of the one outstanding high-spot city of each state.

The state and sectional figures, the nation-wide map, and the High-Spot cities on page 12 will give readers, we hope, an approximately accurate forecast of sales potentialities. By states and sections they can keep the Survey of Buying Power story up-to-date. The published data measure the gains or losses by states and sections, show how each compares with the nation, and provide both a qualitative and a quantitative yardstick. Both yardsticks are necessary in market planning. It is valuable to know that a certain city has an outstanding percentage gain, for this means that sales quotas in that territory should be revised upward and intensive promotion should bring quick results; on the other hand that state may be a relatively small one and its gain in millions of dollars over the previous 12 months

may be only a fraction of the gain recorded by some larger state whose percentage gain is relatively small.

Business conditions are never uniform throughout the nation and the variations during the balance of 1940 are likely to be greater than is customarily true. To cite just one example at random, much talk is heard in Washington now about the location of new aircraft plants far removed from the Atlantic or Pacific coasts. Such a development would swing greatly increased purchasing power into cities which now have no aircraft industries.

This magazine's research staff plots the business progress of each of more than 200 cities by their records of bank debits. Bank debits mirror 90% of all commercial transactions. They fluctuate from week to week and even from month to month, but the SALES MANAGEMENT record is maintained from three months' averages and they are relatively steady. So as to select those cities which not only are doing well in comparison with their own record of a year ago, but also compare favorably with the nation, the first step in the analysis is to find out where the city is going in comparison with its own record of a year ago. The next step is to compare that figure with the record for the nation as a whole. For example, the current national figure (three-months' average) is a 7.6% gain or a ratio of 107.6. For a given city, the ratio may be 122-or 22% above its business activity of a year ago. Since we are looking for those cities which most strongly indicate that they will be better than the national average, we divide 122 by 107.6, which gives us the ratio figure of 113.

#### New Era in Radio?

THE CHART ON THIS PAGE shows that last year more radio sets were produced than in any previous year, but that the dollar value of the sets was not only less than half of the 1929 figure, but also was only about 60% as much as in 1936.

Today a number of manufacturers are predicting that an immediate boom in the manufacturing end will come as a result of the Federal Communications Commission's ruling opening the airlanes to commercial stations using frequency modulation (FM), the new non-static technique. Immediately sets in the higher priced brackets will have an attachment to receive the FM stations just as they had short wave a few years ago.

President McDonald of Zenith Radio Corp. stated at the annual convention of wholesale distributors a few months ago that the corporation will add four new radio products this year. "As a consequence, for the first time since I entered the business in 1920, I now see and predict that the unit of sale will be going up rather than down."

There is likely to be an interesting race in the next few years between television and FM. More than 130 applications for frequency modulation licenses are pending before the FCC. Any number of properly spaced FM stations can operate on the same air channel, which is likely to solve a colossal headache for the FCC. Major Armstrong pointed to the problem of the municipal air station of New York, WNYC, which shares an air channel with Station WCCO, Minneapolis. At present, WNYC must leave the air after sunset in Minneapolis (air waves travel greater distances at night than in the day time) lest it cause interference with reception of WCCO, 1,019 miles away.

Under the FM set-up, stations of the same power and using the same channel could be spaced every 100 miles from New York to Minneapolis and the listener would find no conflict on the dial. He would receive only the stations closest to him and not be bothered by any of the noises from any other station.



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Carpenter

McCaffrey

Hendrickson

Stedman

WALTER S. CARPENTER, JR., former vice-president, has been named president of E. I. du Pont de Nemours & Co. He succeeds Lammot du Pont, who is now chairman of the board in place of Pierre S. du Pont, retired. Mr. Carpenter has been with the company since 1909 and a vice-president since 1919.

J. L. McCaffrey is the new vice-president in charge of domestic and Canadian sales of International Harvester Co. He succeeds Charles R. Morrison, who has retired after 42 years service. Mr. McCaffrey's entire business life has been with the Harvester firm. In 1935, after rising through the ranks, he was named director of domestic sales. It is from that position that he now advances.

E. J. HENDRICKSON has been appointed sales manager of the Farnsworth division of Farnsworth Television & Radio Corp., Fort Wayne, Ind. He entered the radio business 17 years ago as field representative for RCA. Since then he has been general manager, Midland Radio Corp.; president, New York Talking Machine Co.; merchandising manager, radio and phonograph division, RCA Victor; general sales manager, Fada Radio Corp.; zone sales manager of Mills Novelty Co.

GERALD E. STEDMAN has been made sales manager of the Rego division of Bastian-Blessing Co., Chicago, maker of gas welding, cutting, liquefied petroleum gas, and soda fountain equipment.

### NEWS REEL









Nystrom

Hucke

Brown

Casey

Dr. Paul H. Nystrom is the new president of the Sales Executives Club of New York, succeeding A. C. Monagle, vice-president of Standard Brands, Inc. Dr. Nystrom is professor of marketing at Columbia University and president of the Limited Price Variety Stores Association. Other club officers are: Richard H. Waldo and Gene Flack, vice-presidents; S. George Little, secretary; Carroll B. Merritt, treasurer.

HERBERT M. HUCKE is named manager of aviation radio sales by RCA Manufacturing Co., Camden, N. J. He was formerly Communication Engineer of the Air Safety Board of the Civil Aeronautics Authority, but before that he had had 15 years experience in radio engineering, sales and administration. His first job was with RCA in 1925. Ten years later he was chief communication engineer of United Air Lines.

CLARENCE F. Brown succeeds Oliver F. Betz as director of sales for the "Cellophane" division of E. I. du Pont de Nemours & Co. today when Mr. Betz retires from active business. Mr. Brown, who joined du Pont in 1919, was director of advertising for the entire company, director of Pyralin sales, and for the past ten years general assistant director of "Cellophane" sales.

P. R. CASEY has been made vice-president in charge of sales by Kurlash Co., Rochester, N. Y. He was for 16 years with Harold F. Ritchie & Co., for the past five years as director of sales, in which capacity he handled the Kurlash account. Sales in the eastern territory will continue to be handled by Ritchie & Janvier, Inc. (successors to Harold F. Ritchie & Co.) under Mr. Casey's director. Kurlash has opened a new office in New York where he will make his headquarters.

Photograph of Mr. Carpenter by Juley; Mr. Hendrickson, by Clippinger; Mr. Stedman, by Routh; Mr. Brown, by Goold; Mr. Casey, by Sozio.

# Salesmen Are *Not* Through at 40!

Can we justify the prejudice held by so many companies against hiring salesmen who are over 35? These three sales managers answer "No!" They cite many points on which the oldsters outpoint the youngsters on sales assignments.

# Over-40 Salespeople Win on Score of Brains and Sales Diplomacy

BY C. C. VAUGHAN General Manager, Myra Deane Co., Kansas City, Mo.

ANAGEMENT throughout the country is debating whether salesmen over 40 or under 40 should be hired. The National Federation of Sales Executives is seeking the answer with a questionnaire to executives.

Over 80% of our successful counselors, or salespeople, are over 40 years old. We have over 800 salespeople, both men and women (mostly women because of the nature of our business), selling a health program and cosmetics. Out of these 800, at least 200 can be considered outstanding successes. Of these 200, over 160, or 80%, are above 40 years and some of the most successful are well beyond 50; some are over 60, a few over 70.

Of the 92 distributors and counselors attending our national convention early this year, most are over 40. Every one of the leaders, those who put over the best talks and produce the most ideas (and sales), are without exception over 40 years old. Why not?

The majority of people respect the statement of an elderly person, especially in our line. They are more mature, more settled, and, if it is a question of brains, they have the advantage over those under 40 in a hundred different ways. Manual labor, detail work—these call for a young man, yes; but for brains and diplomatic selling, no.

We don't attempt to hire anyone below 25 and very few of those; the older and more mature, the better for us. It doesn't make sense to state that a man under 40 has the experience or maturity of one over 40. The young fellow who goes through college believes when he comes out that he is more learned than the fellow who went through high school. That's true. Then why shouldn't the man who has gone through the experience of life be better equipped to fill a job than the less experienced one?

The sales manager who says, "I hire new and inexperienced men and teach in my way," is dishing out apple sauce. That is an old theory. Statistics given out by Columbia University say that after a man is 55 he can learn

faster than he could have at 17.

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Perhaps the man who makes that statement is afraid of hiring anyone with experience—afraid the man might get his job. He wants to surround himself with ignorant people so that he appears to be the all-important person who knows it all. If he lost bis job, he certainly wouldn't feel that he ought to give up all his experience and start in a new field as a novice. No, he'd bellow hard and long—"Look at the experience I have had..."

Don't be afraid of hiring people who are mature and who've had plenty of experience. They will fit into the picture like a glove, not for 40 or 50 years, but for 10, 15 or 20—and they will develop more rapidly into executive positions where their services will continue indefinitely.

I spent 18 years in the film business with Pathe, Warner Brothers, Vitaphone, Paramount and Columbia in the capacity of salesman and branch manager. I lost out when the big crash came. The experience I had had gave me an opportunity to step into this position six years ago and help build the organization from a few to 800 salespeople. Suppose I had been a young fellow without experience? What would have happened?

Just this. In 1936, 105 cosmetic companies started in Kansas City. At the present time you can count the successful ones on one hand. Why? Chalk it up to inexperienced selling.

Experience is the only teacher that will give you the answers, and a man over 40 has had a chance to learn them.

### Finds Mature Men Respected More by Retail Customers

BY C. A. REYNOLDS

General Sales Manager, H. D. Lee Mercantile Co., Kansas City, Mo.

A BASEBALL team making a pennant drive will gladly take on a player whose "running legs" are past their prime but who remains a good batter producing in the pinches—and doing it immediately. It takes time to develop a youngster of promise.

The same is true with us in hiring salesmen. Every year is a pennant winning year. We don't want to wait too long to get business. We want it now. While cost and time to train is about the same as for a young man, the salesman over 40 will get into pro-

duction more quickly, develop a territory more rapidly — provided, of course, that he has the right background, good judgment, and the will to do.

The older man can approach customers properly. The younger man must acquire through experience—and that means through years—the certainty and assurance which is necessary in calling on busy merchants. A man too young finds it difficult to impress the merchant—like Son telling Dad what to do.

Consequently, while it is essential

to keep young blood coming in, we have no particular age for hiring or retiring men. If he can produce, whether a salesman's age is 25, 35, or 45 makes no difference. We're not interested in ages but in individuals as men-as salesmen. In the majority of cases we'll get a good many years of fine production from them. We've hired several men long past the age at which most companies would even consider them. We've had men who were better after 60 than before, though in such cases it is usually necessary to assign them territories that they can cover with a minimum of physical effort. Of 135 Lee salesmen under my direction, over half are more than 35

As salesmen grow older they don't want to travel as much; they want to stay closer home. Rather than let them go, we reduce the size of their territory and assign them to more thickly populated sections where much traveling isn't necessary. They haven't forgotten how to merchandise; they can still be effective. They may not-in some cases they don't-produce quite the total in the smaller territory that they did in the larger, but in all cases they produce more than the smaller territory had been yielding, and in many instances 50 or 75% more.

We've been 25 years in the garment business and have grown rapidly in the last few years—owing to cumulative effect of advertising and the opening of new accounts and new territories. We're young as businesses go, and the "ceiling" is a long way off. We can use experience and judgment as well

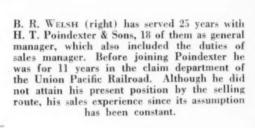
as youth and enthusiasm.

C. A. REYNOLDS (right) celebrated his 25th anniversary with the H. D. Lee Mercantile Co. in February of this year. He has been general sales manager since 1927. From 1921 to 1926 he was manager of the Minneapolis branch, and prior to that he was a Lee salesman on the road.





CECIL VAUGHAN (left) has been general manager (which includes the job of sales manager) of the Myra Deane Co. for seven years. For the previous 18 years he had been associated with the film distributing business, working in the various capacities of salesman, branch manager, and district manager. At the bottom of the depression he joined Dr. R. A. Richardson's newly-formed Myra Deane cosmetic company.





## Older Men Less Cocky, More Alive to Their Opportunities

B. R. WELSH

Sales Manager, H. T. Poindexter & Sons, Kansas City, Mo.

URING the last ten years we have made it a definite policy to hire men who are past the 'young man' age. This does not refer to any specific age limit below which we will not take them-27, or 38, or some other arbitrary figurebut to those factors that go to make up maturity: Character, steadiness, atti-

It has been our experience in selecting men past "the young man age" that they have a quality of maturity. They have outgrown the carousing stage of life. They are the first to ar-

rive on the job, the last to leave, whether during a depression, recession or good times. Generally they are the type of men who make it a point to get a good night's sleep and are up on time in the morning, fresh and eager to start. They realize their opportunity, probably because of their age. They have a keener desire to please. They have a better understanding of business and of the reasons for business success.

We have further found that men of maturity have a broader basis of understanding of the employer's problems and appreciate his position. Many times they are a balance wheel. Certainly they are not the "whistlesplitting" kind.

We have 18 salesmen who travel in the Kansas City trade territory. Out of the highest ranking 12 in 1938 Numbers one, two, three and four were over 35. Numbers five, six, seven and eight were under 35, but were seasoned in the house before going out on a test sales territory. Numbers nine and 10 were over 35, and Numbers eleven and twelve were under. The top four men and half of the leading 12 men are over 35 years of age.

Many high school and college graduates believe when entering the business world that from an educational point of view they have all that it takes. However, the man with a few years to his credit suddenly realizes that it required 10 or 15 years experience to broaden his theoretical education, and this practical experience educates him to use the human characteristics: which he possesses, such as determination, enthusiasm, imagination, vision, persistency, diplomacy, and consideration of others. This teaching by experience is quite necessary to the man who is to know when and how to judge and deal with others.

These additional years mellow the egotist and subdue the cocky; they intelligently blend his effort and determination into a well-determined and synchronized method of dealing with human nature in selling.

Turnover among younger salesmen is four or five times as much as among older men. They are restless. They want to begin earning a lot of money right away. The grass for them is always greener across the fence.

About 85% of the older salesmen "stay put" when they get a job. They don't rove around looking for something new. But more than 35% of the younger men are not willing to stay placed 'til they prove they have sales ability, that they are worth while to the company.

We constantly are being asked by some in the trade why we send out young men. They don't like to deal with them. If we have a man 45 or 50 on the road whom we promote into the house as a buyer, replacing him with a younger man, invariably the immediate response is a flock of letters asking why the older man was transferred. We don't get this when we replace an older man with an older man.

#### Veterans Send Few SOS's

We're seldom asked by the older man to go out and help put over a sale, but we are frequently called on for aid by younger salesmen.

In selecting men of maturity care should be exercised, of course, and special effort must be made in determining whether he still is a producer instead of a "has-been." But we believe that the additional years of the older men in business have taught them how to use their education, how to plan, and how to avoid those things that make for failure.

For instance, there was a salesman over 35 who had succeeded rather brilliantly, and then failed, before coming with us. He was worse than mediocre. We worked with him; five times I went out with him on his territory. Each time he tripled his business—for a while. Then his sales dropped off.

One day he came home off the road and (I had this from his wife) announced to his family, "I'm done. I've followed my own psychology and philosophy for years, and I've been at the tail end of the sales force all that time. I've sat in sales meetings. I've

heard fine ideas. I have never used a one of them. From now on I'm going to follow those ideas."

During 1938 this man was second among Poindexter salesmen; for most of 1939 he has been at the top. He is the best salesman we have for taking out younger salesmen. He had recovered his self-confidence, and that, in combination with his experience, did the trick.

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Another salesman was about 34 when he came with us. For seven years he was less than average as a salesman. Two years ago he was married. It was the spark he needed. He wanted a family. Today he is among our top producers.

## Advertising Campaigns

Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Papers and Dealer Helps

#### Take No Substitute

Kirsten Pipe Co., Seattle, maker of the pipe with duralumin "radiator" and "8 to 14 square inches of cooling area," has—according to its agency, Pacific National, same city—become a national sensation almost overnight. Imitations have sprung up fast, as they do in the wake of every success.

Hence, the company in all its advertising is warning, "not every pipe with a metal stem is a Kirsten" and "genuine Kirsten (is) the only pipe that's engineered to give you the perfect smoke." The current campaign consists of space in *Time*, *Life*, *S.E.P.*, *New Yorker*. newspapers of 30 cities, a co-op newspaper and radio series with local dealers, and a variety of display and mailing material. The Kirsten cigarette holder gets a P.S. mention in all copy.

#### Radio's Longest

Longest network program on the air runs from 9:45 p.m. to 1:00 a.m. over the Don Lee West Coast hook-up. Sponsored by Brown & Williamson Tobacco Corp. for Wings cigarettes, it is called the "Wings Saturday Night Party."

Russell M. Seeds, Chicago agency, prepared the program after a survey had revealed that there is a large listening audience in the late evening hours. Despite its length, the period is comparatively inexpensive. Two masters of ceremonies, recorded music, and sound effects are the only talent used. Listeners are invited to participate.

If, for example, a party is being held in honor of Bill and Gert, who were recently married, a telegram may be sent the Wings program. The couple will be paged and saluted by a peal of wedding bells. Or Grandma Brown's 90th birthday will be celebrated by playing her favorite song and congratulating her by name.

It's Saturday night and listeners wire or phone in requests and suggestions for stunts at their parties. The emcees thereupon instruct Bill, at the Happy Hours Club monthly brawl, to balance two glasses of water on his hands, etc. Prizes of cartons of Wings are given for "the cutest comment on the program" and a variety of other audience responses.

And, says the agency, people do respond. Sales, too, have gone up in the area covered. Starting as an hour and 15 minutes, the program was successively expanded to its present length, where it will remain indefinitely.

#### Hotel Week

June 2 to 8 is National Hotel Week, and the 6,000 members of the American Hotel Association are observing the occasion with publicity stories and paid ads in 1,200 communities.

Co-op ads of half- and full-page size are to run in newspapers. Layouts were prepared by Albert Frank-Guenther Law agency, N. Y. Over 1,000,000 folders, booklets and pamphlets will be distributed. Four-color posters and streamers for store, window and display are being distributed. Plugs for the Week will be inserted on various radio programs, notably the Standard Brands' Chase & Sanborn and Tender Leaf tea periods. All copy tells of "the vital role played by hotels in the social, economic and industrial life of the community and the nation."

#### Cantor vs. Allen

Fred Allen winds up six years of plugging "Ipana for the Smile of Beauty, Sal Hepatica for the Smile of Health" on June 26. He will take a vacation from radio until next October, when he returns as the star of the "Texaco Star Theatre" on 88 CBS stations. Texaco is the firm from whom Eddie Cantor drew his pay check a few seasons ago.

Pop-eyed Eddie, oddly enough, will step into the spot left vacant by Fred, or at least into half of it. For Bristol-Myers Co. will reduce its time on 69 NBC-Red stations to a half hour instead of the hour which Fred & Co. The two comedians will be competing, because both will be on Wednesday nights, Fred from 9:00 to 10:00, Eddie from 9:00 to 9:30.

Young & Rubicam is agency for Bristol-Myers. Buchanan & Co. is in

charge for Texas Co.

en

#### Papa Smells Swell

Among the innumerable promotions aimed at Father on his Day, June 16, is one by Shulton, Inc., N. Y., for its Early American Old Spice toiletries. Some 192 newspapers of 175 cities and five magazines will tell sons and daughters how to please Dad with Shulton's soap, shaving lotion, etc.

A display contest for drug, department and specialty stores with cash prizes for photos of windows judged "most effective from a creative and sales viewpoint" will be offered.

Wesley Associates, N. Y., is the

#### Taste All Four

American Distilling Co., N. Y., and Pekin, Ill., has started its first general ad effort in three years to introduce Burton's blended whisky.

Newspapers of 20 cities in the South, Southwest and Middle-West were first scheduled. The list will shortly comprise papers of 150 cities throughout the country. Buchanan & Co., N. Y., is the agency.

Russel R. Brown, president of the company, issues a quality "challenge" in the copy. Consumers are asked to 'taste all four" of the leading blended whiskies in their communities. In the ads, Burton's is always the favorite.

#### Stupendous

25

For the slightly colossal pictures which they turn out in 1940-41 three of the largest movie studios will spend hefty sums in advertising.

United Artists' budget will total about \$3,000,000. "To as great an extent as possible," says Lynn Farnol, ad and publicity director, "UA will follow a policy of advertising test engagements on important pictures, to experiment with a picture and the capacity of different advertising themes to attract people to that picture." In this way the company hopes to entice some of the 25,000,000 people who, reports Dr. George Gallup, attend movies only once or twice a year.

Metro-Goldwyn-Mayer will spend \$2,750,000 in promoting its 52 feature films and 78 shorts. Most of this is earmarked for newspapers. Says Howard Dietz, promotion executive, "Our experience with 'Gone with the Wind' indicates that there is no ceiling to the possibilities in attendance and revenue in our business."

Donahue & Coe, N. Y., is agency

for both companies.

Paramount Pictures will have the largest ad budget in its career, R. M. Gillham, ad and publicity director, told a sales meeting of company representatives. Details were not available at press time. Buchanan & Co., N. Y., is the agency.



Publishers hope the test clicks.

#### Nicotine

Lucky Strikes (Lord & Thomas agency, N. Y.) contain "12% less nicotine than the average" of four of the largest-selling brands. This theme was introduced by Lucky in print in 39 N. Y. metropolitan area newspapers last month, although it had been previously tried on both network and spot radio programs. It will run twice a week for ten weeks or longer. Then it may be scrapped, or expanded into a national campaign. Lucky is merely experimenting, watching to see if the idea meets public favor.

The claim is based on laboratory studies conducted by American Tobacco for two years. Several small tobacco companies have had "nicotineless" brands on the market for a long time (Sano and No-Nic-O for example), but they have never attained great popularity. Newspaper publishers from Manhattan to Pine Top Junction hope Lucky decides to continue the campaign, for it is the first b. & w. newspaper copy the cigarette has used in about a year.

Pall Mall cigarettes, according to Young & Rubicam agency, N. Y., are longer and thus do not stain the fingers with brown coal tar. Camels, says William Esty, N. Y. agency, burn

slowly and give the equivalent of five extra smokes free in each package. If some enterprising firm would combine all these advantages in one superciggie . . .

#### AutoStrop

The Valet AutoStrop razor was invented and put on the market in 1904. In 1930 its maker merged with Gillette Safety Razor Co., Boston. Since then it has had little advertising, but certain men swear by the razor which doesn't require removal of the blade for stropping, which outlasts other types of "safeties."

Now the Valet's guard teeth have been replaced by a bar guard (Gem did the same recently. See SM May 1), it has been re-designed, and its price has been dropped to 79 cents. A "sizzling" campaign in newspapers c-to-c, posters and store displays, trade paper ads, and a broadside to 120,000 retail outlets will tell this news to pub-

lic and dealers.

Says Maxon, Detroit, agency in charge, "it looks as though the rythmic song of the razor, twanging up and down the strop, is going to jump to a first position in bathrooms.

#### "Fair Charmer"

"How happy I could be with either were t'other fair charmer away," sang Captain Macheath in Gay's "Beggar's Opera" as he made love to two fair damsels. Readers of Time and Newsweek are in an even worse fix.

As they turn the pages and reflect upon "where shall we go for a vacation this Summer?" they are advised "See North Carolina First." That state's Dept. of Conservation and Development signs the admonition.

Only a few leaves away the Pennsylvania Department of Commerce urges "make your vacation pay its own way!" Prizes totaling \$1,000 (top award of \$250) are to be paid for snapshots of "any place or object within the Commonwealth. . . . There is always a vista to set your 'shutterfinger' twitching."

Flicking the pages further, the Maine Development Commission states with Down East thrift, "More Vacation for Less Money in Maine."

Manufacturers, likewise, are in a quandry when perusing the news mag-azines. "Industries seeking new manufacturing sites can profitably consider West Virginia First. Details . from the Industrial Development Committee." Turn over a page and they encounter, "Millions of dollars are

(Continued on page 61)

# Willys Doubles Sales Volume by Dramatizing "Dependability"

Joe Frazer started his fight to save Willys under terrific odds. But in 18 months he has changed a tottering, demoralized business into one that has both a creditable present and a promising future.

WILLYS

VES YES YES YES 2 YES YES YES YES 354 18. YES 3669

ALAOSST
SALLING

GAR

YES YES YES YES 1

NO NO YES NO 392 1925 NO 581860

ALAOSST
SALLING
CAR

YES YES YES YES 1

YES NO BOBE YES 384 19. NO 582760

MERE'S WHAT WE'VE GOT THAT NO OTHER CAR HAS:

COMPANY AND THE CAR HAS

I BELIEVE THE NEW

1940 WILLYS IS THE MOST DEPENDABLE CAR YOU CAN

BUY-AND TO PROVE IT

WE BACK IT UP WITH A

THREE FULL YEAR OR-

In this and other ads, directed both to dealers and consumers, Willys last month began inviting point-by-point comparison of its mechanical features with those of "the big three."

The 100,000-mile guarantee, Willys' tangible and forceful backing of its claims of dependability, dominates the current advertising. Each ad, a "personal message" from President Frazer, lists also four advantages which "only Willysgives you" — over 30 miles to the gallon; lowest price of any full-size car; saves up to 50% on operating costs; every important expensive car feature.



IGNIFICANT Factor No. 1 in the recent sales expansion of the motor car industry is that every manufacturer actively in production participated in it. The rate and amount of gain, and the sales standings, vary widely. But "independent" or GM, Chrysler and Ford—selling higher- or lower-priced cars—all are pushing ahead.

Factor No. 2 is that, percentagewise, the independents are doing better than the "big three." In 1940's first quarter the five independents in production—Hudson, Nash, Packard, Studebaker and Willys—had collectively a larger percentage gain in passenger car sales than did the 12 makes of the "big three." Two independents—Studebaker and Willys—were the only ones to double passenger car registrations from the first quarter of 1939. And Hudson and Packard also

were up 60 to 75%.

Factor No. 3 is that instead of the proverbial "three" contenders in the lowest-price brackets—Chevrolet, Ford and Plymouth—there are now six. A lot of motorists and dealers lately have "gone" Studebaker, Hudson and Willys.

Willys is the lowest of the lot, in price.

It is also near the bottom still in sales standing.

But standings don't tell all the

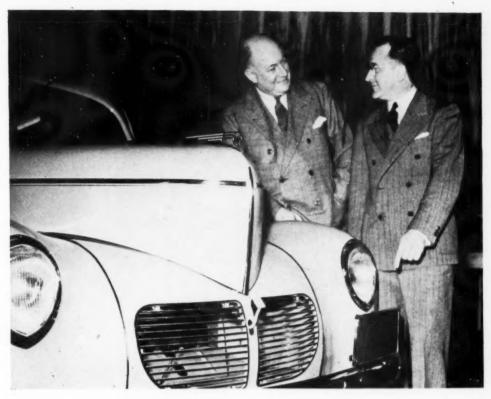
Since January, 1939, when J. W. Frazer moved over to Toledo from Chrysler Corp. to become president of Willys - Overland Motors, Inc., no motor maker has made greater progress.

In this year and a half Joe Frazer and his associates have transformed a foundering, largely-demoralized outfit into a vigorous sales contender and a profitable business. They have built a foundation of confidence on which to keep on growing.

This has been done by retaining and revitalizing what was best of the old organization, by harnessing it to sounder policies, and then by expand-

Mr. Frazer brought over M. J. Golden, who had been director of sales of Chrysler Corp.'s Chrysler car division, to become sales manager of Willys-Overland.

Mr. Golden's job has been to build



New men and a new machine are jointly responsible for the Willys come-back. New blood revitalizing an ailing sales organization were President J. W. Frazer (left) and Sales Manager M. J. Golden (right) recruited from thriving Chrysler, here discussing the future of the new machine, a Willys to whose practical advantages there have now been added dramatic "features," eye-appeal, style.

and rebuild the factory sales, distributor and dealer organizations. There were about 500 dealers and more than 100 distributors. But many of them, it was believed, were not the kind to do the job that the new Willys needed. About 300 dealers and 50 distributors were weeded out.

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When this was done the new Willys coverage was thin indeed. Even before it was done Willys lacked distributors in such important areas as Atlanta, Baltimore, Boston, Dallas, Fort Worth, Newark, San Francisco and Tulsa. Today, such gaps, and others, have been filled. Willys now has more than 2,100 dealers and about 150 distributors. And the calibre is higher than before. The net worth of some of the new distributors ranges from \$150,000 to \$400,000.

A field force had been carefully chosen and intensively trained at the factory to sell such men and to help them to sell Willys.

The first and most important problem, however, was the car itself.

The Willys is a small car. The company for years has been emphasizing "economy." It could—and can—boast of "over 30 miles to the gallon," etc.—in addition, of course, to initial low price. A four-cylinder engine, plus light weight, is economical.

But other makers of lower-priced cars had been hammering for years on the advantages of six- and eightcylinder engines. Far removed now from the early tin-lizzies, they were out-shouting one another on power and stamina, length and roominess, appearance and style. They had sold motorists on the idea that power and size are somehow synonymous with dependability.

These larger cars are dependable. The motor car industry as a whole stopped making lemons, as well as lizzies, some years back. But that did not imply that the smaller Willys was not dependable.

The Willys low cost and economy of operation were well known. But the new management had to sell the public also on attractiveness and dependability.

The automobile shows were early last year. Barney Roos, chief engineer of Willys, Mr. Fraser and the others had to move fast to develop a car which would compare in eye-appeal, in style and in "features" with the others. The Willys, they knew, had stamina, but they had to build a Willys that looked it.

This problem was complicated not only by lack of time but by lack of money. Willys was operating in the red. It had little capital. Inventories were unbalanced. The organization's morale was not high.

Yet despite these obstacles, 1940 models must be created which, while still retaining the essential feature of economy, compared favorably with competitors' in a lot of other factors too. The new car had to be turned out at a point where it could still be sold at the lowest possible price—at a profit,

It was a tough problem. But in his three decades in the motor car industry Joe Frazer had met plenty of tough problems. Experienced motor men seem to thrive on them.

Addressing dealers at the factory a few weeks ago he compared the situation with one which prevailed in 1924. He had just joined Walter Chrysler at the time Mr. Chrysler was taking over the old Maxwell-Chalmers business. "Our situation here, a year ago," Mr. Frazer said, "was bad—but his was much worse.

"He had bank debts many times those of ours, and he had a product in the Maxwell which was about as poor a vehicle as was ever sold as an automobile.

"After Mr. Chrysler had gone over this car, he said, 'Before we ship another vehicle we will make this Maxwell good'—and he did.... From this good Maxwell was born the great Chrysler Corp.

"It was the sale of this low-priced vehicle, offering economy of operation, which was the backbone of the Chrysler group—just as the Chevrolet, offering economy, was the backbone of General Motors, and the four-cylinder

Ford founded the great Ford dynasty."

There was opportunity among the nation's 30,000,000 families, Mr. Frazer believed, for another low-cost, dependable car. But eye-appeal and mechanical features could not be ignored.

Willys set out to build a "good"

Meanwhile, Mr. Frazer and his associates were setting their own house in order. By the end of last June all bank loans were paid off. The company was getting on its feet. The men were out telling distributors and dealers of big things to come.

In August the first 1940 models were unveiled in private showings before present and prospective dealers and distributors. They liked the car. Important dealers and distributors were signed.

On September 17, Willys shipped the first model "440" cars. These were viewed at a few private showings in larger cities. . . . The Willys "word" began to spread,

Then, in October, came the national shows. Response by that time had become great enough to push production up to 4,000 cars a month (and to an average of about 2,800 a month for the first six months of the model year), and Willys showed its first profit in nearly two years.

By December Willys had more than 1,500 dealers—a net increase of almost 1,000, or 200%, in a year.

In the first four months of the 1940 model year, to February 1, Willys sold 153% more units than it had sold in the whole of the 1939 model year.

These cars, Mr. Frazer pointed out, were being proved—and talked about —by thousands of drivers. Word-of-mouth advertising supplemented an expanded factory and dealer campaign to build the reputation.

But competitors were beginning to sit up and take notice. They were beginning to "talk," too. Said Mr. Frazer: "They couldn't challenge its economy (which can be proved)—its beauty (which was obvious)—its price (which was the lowest.) But because the car was new on the market, they did challenge its dependability."

Willys met that challenge. Early in February, Mr. Fraser announced a 100,000-mile or three-year guarantee. The guarantee covers replacement of any part which may prove defective.

This was the first such guarantee ever made for passenger cars. It dramatized Willys dependability. . . . In March and April sales moved ahead faster than before.

Large headlines in advertising continue to reiterate the guarantee. Each ad also is a "personal message" from Joe Frazer. Each shows how easy it is to "get out of the old car class," by buying a new Willys. Each shows the diversity of the Willys line—standard and de luxe passenger cars, station wagons, delivery cars. And each suggests the opportunities for new dealers in the Willys organization. . . . But the guarantee predominates.

Plymouth has spent millions of dollars to promote a "check chart" comparing its features with those of Chevrolet and Ford. (Both Ford and Chevrolet on their part aggressively

urge "comparison.")

In May, Willys introduced a "chart" of its own. Dealers and consumers are asked to "Compare Willys," in 14 par-ticulars, with "all three." Despite an average difference of \$150 in price, it is shown, Willys has, with all the others, such features as hydraulic brakes, all-steel body, steering-post gearshift, double-action shock absorbers and synchro-mesh transmission. But also, the chart points out, Willys has, with only one of the "three," two universal joints, aluminum alloy pistons, K-X frame construction. And only Willys, the chart shows, offers a 100,000-mile guarantee, and 30-mileper-gallon economy.

#### Bankers, Too, See Profits

Willys is smaller than the others but the chart indicates plenty of power in proportion to size—horsepower of .454 per cubic inch piston displacement, as against .392, .384 and .418.

The come-back of Willys has won not only motorists and the trade but bankers as well. Elisha Walker, senior partner, and several of his associates in Kuhn, Loeb & Co., recently acquired a substantial interest in Empire Securities Corp., which controls Willys-Overland Motors, Inc. Kuhn, Loeb has worked for many years with Pennsylvania Railroad, Union Pacific and other large corporations. Probably Mr. Walker and his associates anticipate "dependability" in Willys profits. They may even see a new Ford or Chevrolet in the making.

Joseph W. Frazer is more certain of it. Undaunted by the experience and resources of the opposition, he tells his dealers that other companies appear to be more concerned with "coping with each other, instead of giving the public what it wants and needs. They have departed from the fact that economical transportation built their business."

What Ford, Chevrolet and Plymouth achieved in earlier decades, Willys—under Joe Frazer—intends to do now.



"Just in case I misspell a word."



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Formfit's record-breaking campaign was planned "hindend-foremost" — first select your advertising medium, then devise a product and plan to fit it. This window and counter display piece, which repeats the illustration and graphic "Lifeline" theme of the original page in Life, shows how neat is that "fit."

# Formfit Lifts Product Above Price Dog-Fight: Sales Jump 50%

While foundation garments were being energetically pushed and promoted, brassieres were being neglected because of their narrower profit margin. A new product, a new price policy, and some smart advertising wrought a substantial change in this situation.

Based on an interview with

#### WALTER H. LOWY

Vice-President in Charge of Advertising, Formfit Co., Chicago

ALMOST always a manufacturer starts with a product, designed, complete, in process of production, and then builds his merchandising campaign around it. The Formfit Co., Chicago, however, conceived and worked out a sales campaign to its uttermost detail—then designed the product to fit the merchandising. Result: Formfit's brassiere sales all Spring have topped those of the same period a year ago by more than 50% and they are steadily gaining momentum.

Here are some of the findings that led to the experiment:

A survey revealed that although brassieres accounted for about 25% of the corset department's sales, they were

not advertised or promoted because of closer mark-ups than on foundations.

As usual in such cases, the vicious circle of price rather than advertised quality continued and expanded and, to keep the bargain counters piled high, run-of-the-mill brassieres grew cheaper and flimsier because the cry always was for more outlets at lower prices and shorter margins. Retailers bought, hopefully, but their dissatisfaction was growing.

Formfit decided that the time had come for a bold step. It decided that the time had come for a new, distinctive name brand to be sold at higher prices—prices that would encourage the retailer to push brassieres. It wanted a new line that would be bet-

ter than the best, and sell for more than the best. The technique was based on the belief that women could be sold on desire and pride.

In spite of the complete confidence of Formfit executives that the time was ripe to raise prices and broaden the mark-up to dealers, there was no getting away from the fact that the step was radical in the face of current practice. Nothing should be done, it was felt, to interfere with the company's old, established lines. The new line was to be an added starter and should be promoted and merchandised on its own.

"We'll pick one national magazine, use it for a test—a good, honest test—and see what happens," they said. "We'll back it up, of course, with the best merchandising campaign we know how to build."

The magazine selected was Life. Building around that name Formfit called its three new brassieres "Day-Life," "Night-Life" and "Sports-Life." Then it announced in a full-page advertisement, dated February 25, to the women of the nation, "Formfit presents 'Life' for your Lifeline." One quarter-page of display space is scheduled once each month for 11 months.

Supporting this nation-wide, single-magazine test, lively and colorful point-of-sale and direct mail material was worked out. This part of the campaign has as its central object d'art the sculptured form of a beautiful and graceful girl. Carved out of rubber, it is finished to resemble white marble. Bending backward to accentuate each curve, it is called a "Life Form" and wears a "Life brassiere." The figure is sold to the dealer, for \$15, but is given free with each initial order totaling \$200 or more.

The plan is to bring it into use widely throughout the country as the central piece in building window displays and so to trade-mark the three "Life" brassieres in the minds of the women of the nation. Suggestions are given to the dealers for building these windows. One suggestion is a window built by Formfit, photographs of it being widely distributed. It shows a row of tulips in the background, the "Life Form" centered, with samples of "Life" brassieres arranged around it in effective display.

Next in order is a striking poster for window or counter display, circular in shape—sort of full moon effect—standing on a substantial base. It pictures a young woman in a smaller circle, bust line uplifted, with a phantom drawing superimposed upon it which emphasizes the "lifeline," i.e.,

the bustline.

Third and fourth come booklets and flash cards. The booklet, really a two-fold stuffer in brilliant process colors, can be used for over-the-counter hand-outs or, for mailing, to fit into standard No. six envelopes. These, as well as the post cards which are also in color, are made available to dealers, with their firm names imprinted, at less than production cost.

The whole campaign is anchored firmly to the idea that life is a vibrant thing, filled with warmth and softness and curves and that nothing makes a woman so womanly and desirable than to see her carrying her bust high, proudly and with no thought of concealment. Just how Formfit goes about handling this bust business can be shown by quoting from the original

page splash in Life:

"What makes a woman fascinating? A pretty face? No, for many beautiful faces have as little power to attract as chiseled stone. . . Study the heroines of yesterday and the sought-after women of today. You will be immediately conscious of an animation, a vitality and a distinctive sparkle that seems to emanate as much from the body—its postures and its movements—as from the facial expressions. . . Thus the lifeline of womanly magnetism is the figure line which finds its apex in the bustline that is firm, proud and pronounced. And just such beauty of animation is within the easy reach of practically every woman of every age."

"Formfit designers have long studied the delicate subleties of the attractive bustline, and in presenting their master creation for molding the perfect bust have appropriately named it 'Life'! So in presenting 'Life,' we do not offer you just another brassiere. We put within your reach the joy of being attractive, the secret of charm, the thrill of being admired and the poise that comes

with comfort. . .

Calling attention to the fact that the feature of the "Lifeline" is the quilted, cushioned pads beneath the bust and that they are available in laces, batistes, nets and satins, the price range is given —\$1,25, \$1.75, \$2.50 and \$3.50. This is a frank and visible boost upward from the many and plentiful lines of established price merchandise with short-profit mark-ups found everywhere on the bargain counters of the nation.

Formfit lays down those prices without quiver or apology. In doing so it employs a two-edged sales sword:

(a) Woman will unhesitatingly deny herself many things, even necessities, if she can increase her charm and allure. Convinced of better results, she will gladly unlatch her purse. Motive, then, will overcome higher cost.

(b) Show the dealer increased profits and he will push the goods. Sales follow dealer enthusiasm. Show him how he can *sell up* for profit and you have him with you. Volume with-

out profit is valueless; with profit, what men strive for.

Formfit in introducing its "Lifeline" increased the unit price of its garments and broadened the mark-up. Mark-up was moved from 33½ to 40%.

Dealer advertising began to perk up. Formfit found dealers now eager to advertise. They agreed, under certain conditions, to pay 50% of the net cost for local space used (an established policy with the company). With their own money in the campaign, merduring this period rotogravure is used in each of 35 of the larger newspapers. Seven national magazines are on the schedule for from two to five insertions each between February 1 and June 17. These are Harper's Bazaar, Life, Mademoiselle, New Yorker, Photoplay, Vogue and Woman's Home Companion.

The entire campaign calls for 201 black-and-white displays on news print, 70 in rotogravure sections of the major market newspapers, and 19 in the na-

tional magazines.



Formfit's most important window display piece is a "stopper" cannily calculated to impress the name of the "Life" brassiere indelibly upon the mind of any woman who sees it. The appealing little statuette, sculptured in rubber and finished to resemble snow-white marble, is the creation of the Chicago artist, Merlin Enabnit.

chants began to increase their point-ofsale efforts—to pay more attention to doing a selling job on this particular brassiere.

Within three months dealers had taken more than 250,000 of the small booklets. They had too, an added point-of-sale piece in the form of a blow-up of the *Life* advertisement superimposed on a *Life* cover. These were made available, in color, in sizes 22x30 and 30x40 inches. Thousands of them went out.

Summing up, it might be said that here was a promotional idea that caught the popular fancy and became an overnight success. Too, it seems to bear out what many good merchandisers have long suspected—that the average woman is conscious of the fact that to get something that is better than ordinary she must pay more for it. Under that reasoning there is always a plentiful number of women who will willingly pay more to get what they desire.

The campaign has been kept entirely apart from the promotion of the regular and accepted Formfit line. National magazine and newspaper advertising covering its Panel-Art and Pagan-Charm girdles, girdleires and bras are scheduled for intense coverage from February 15 through June 6 in 81 major market newspapers. Twice

Each Formfit salesman goes out equipped with a fat portfolio which holds proof sheets of all advertising—magazine and newspaper—with the blow-ups and samples of all point-of-sale promotion; photographs of the non-portable items such as the sculptured "life form" and the window poster. Each also carries order blanks covering all of these sales aids as well as for the Formfit line.

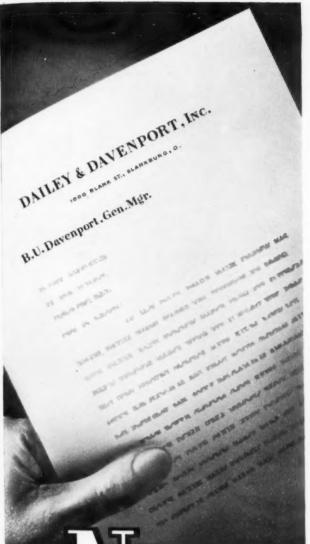
Commenting on the idea of preparing the campaign in advance of making the item on which the campaign is based, a prominent executive of Form-

fit remarked to SM:

"Our success in introducing our new 'Lifeline' indicates that we were sound in our theory. We were confident that if we had a bright and proper plan for merchandising worked out to its last detail we could, through our designers, supply the product. In the end it all proved simple because the sales plan suggested the type of product we wanted.

"Merchandise, no matter what, sells largely in proportion to the sales plan behind it. Regardless of the product, unless you work out a good sales promotion campaign, it will fail to move. When you tie a good, merchandisable item with a good merchandising plan—well, that's the time

you've got something."





# a Name comes to Life

#### WHEN YOU DO BUSINESS BY LONG DISTANCE!

A complaint, a cancelation, a delinquent account drops on your desk. The signature may mean little to you—a line of type—a scrawl on a piece of paper.

But reach for your telephone and call that name across the miles. Like magic, it leaps to life and becomes a man. A man at a desk like yours—with problems and pleasures like yours. Talking things over helps you get at the heart of the trouble and find a reasonable solution. Chances are, you keep a customer, save a sale, or arrange a settlement.

Rates for all transcontinental calls and most other calls over 420 airline miles were reduced on May 1.

The Bell System cordially invites you to visit its exhibits at the New York World's Fair and the Golden Gate International Exposition, San Francisco.

# 400 Women Rate Personal-Care Ads for Attention, Interest, Conviction

In scientific pairing test, conducted for SALES MANAGEMENT by Ross Federal Research Corp., current Modess ad wins out over seven other personal-care ads, with Kotex a close runner-up. Lowest scores given to two toilet soap ads.

IGHT full-page ads of personalcare items, clipped from April issues of women's magazines, and reduced to a uniform size of 8½ by 11 inches, were submitted in pairs to 400 typical women who were asked to judge them on three counts: Attention Value, Interest in Subject Matter, and Convincingness.

Modess won on combined effectiveness with a score of 66.7 out of a possible 100, with Kotex only a shade behind. Mum, Listerine and Woodbury were rated from 55.0 down to 52.3. Ovaltine and Lifebuoy had scores of 41.3 and 36.9 respectively, while the Camay ad brought up the rear with 31.0

Every day Mrs. and Miss America act as critics of advertising, although seldom are they conscious of acting in that capacity. One ad stops them through picture or headline; the next one they do not notice. Here's one where subject matter lives up to the promise extended by the picture or headline; another one seems blah. This one carries conviction; that one they don't believe.

Experience shows that if a woman is handed a *group* of ads and asked to pick out the best, she becomes hopelessly confused. Especially is this true if the subjects are unrelated, such as perfume, baking powder, automobiles.

But it was the feeling of SALES MANAGEMENT and Ross Federal that

## Want to Play the Ad-rating Game?

Perhaps you and your friends would like to judge the ads by the same pairing basis used by the 400 women. Do the experts agree with the consumers and vice versa? As long as the supply lasts, Sales Management will send without charge a set of 8½x11-inch reproductions of all eight ads, plus three scoring sheets. Address the New York office, 420 Lexington Avenue.



she could tell which of two ads was more attractive, more interesting, more convincing. A survey based on the same method, made among national advertisers and advertising agencies, on newspaper promotion ads, was conducted last Spring by the two organizations and released by SALES MANAGEMENT in booklet form titled, "A Scientific Copy Test." This survey was acclaimed by newspaper men for uncovering true reactions which other tests of copy effectiveness had not disclosed.

The same method was used in the survey among 400 women. In the first place the advertised products were related, in a broad sense; each one appealed to the woman's desire to look more beautiful or attractive.

Ross Federal investigators first asked women to give each ad enough of a reading to become generally familiar with it. Then ads A and B were spread out side by side, and the woman was given plenty of time to give a thoughtful reply to each of these questions:

1. Which one of these advertisements would be more likely to stop you and cause you to read, as you turned the pages of a magazine?

2. Which advertisement do you find more interesting?

3. Which of the two do you find more convincing?

The next step was to have her compare A with C, then A with D—and so on until every ad was compared with every other ad, a total of 28 pairings.

The interviews were made with urban women who fairly represented all income groups, except the very poor, and who were divided by age and marital status as follows:

	-			-		_		_			
Under	35	5	y	e	ars	<b>S</b> .				.59.2%	
										.40.8%	
										.50.2%	
Single										.49.8%	

The survey was conducted in Boston, Cleveland, Indianapolis and Atlanta.

The large table gives the score of each ad, broken down by the three factors and also by age groups and marital status.

Field workers report that most of

#### Score Sheet of Personal Care Ads — by Age Groups

	ATTENTION VALUE			1	INTEREST		CON	VINCINGI	NESS	COMBINED PREFERENCE VALUE			
	Under 35	Over 35	Total										
A—Listerine B—Mum C— Ovaltine D—Woodbury . E—Kotex F—Modess G—Lifebuoy H—Camay	54.5% 60.3 36.7 59.8 68.1 67.8 32.9 26.9	51.6% 53.7 49.1 51.9 67.3 61.9 41.0 33.6	53.3% 57.6 38.2 52.1 67.7 65.1 36.2 29.0	52.6% 56.7 41.4 52.6 65.2 72.0 30.9 28.6	51.3% 52.3 44.3 50.1 65.7 63.2 37.8 33.3	52.1% 54.9 42.5 51.6 65.4 68.4 34.5 30.5	48.9% 54.3 42.1 53.4 64.6 70.0 36.5 30.2	46.4% 49.8 45.0 59.9 69.4 69.0 45.0 36.5	47.9% 52.5 43.3 53.2 63.7 66.7 40.0 32.7	52.0% 57.1 40.0 52.9 66.0 69.9 33.4 28.6	49.8% 51.9 43.2 51.4 65.1 62.1 41.9 34.4	51.19 55.0 41.3 52.3 65.6 66.7 36.9 31.0	



A: 4th in Attention Value and Interest; 5th in Convincingness and Total Score.

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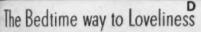
E



B: 4th in Convincingness; 3rd in Attention Value, Interest and Total Score.



C: 6th in all factors; made its best showing among married women over 35.





D: 5th in Attention Value and Interest; jumped to 3rd in Convincingness, to 4th in Total Score.



E: 1st in Attention Value; 2nd on all other factors; was first with women over 35.

G: 7th on all factors; but would have ranked higher had it appealed to young women.



F: 2nd in Attention Value; 1st in Interest, Convincingness and all 'round preference.

H: 8th on all counts, but its rating went up with married women, and those over 35.

Four hundred women were shown  $81_2^{\prime\prime\prime}$  x  $11^{\prime\prime\prime}$  photostats of these personal-care ads and were asked to rate them on three counts. The technique used was the pairing method. A woman would be shown ads A and B, then A and C, next A and D, until the 28 combinations had been completed.

The results focus attention on the importance of Attention Value. Call it shallow thinking or naivete or what you will, but the facts seem to be that the average woman seems to feel that the most attractive, most attention-compelling ad, is ipso facto, also the most interesting and the most convincing. The answer probably is that most of us get our impressions at a gallop, and that the sale, if any, is most likely to be made by our pictures or by a few prominently displayed words.





#### Score Sheet of Personal Care Ads — by Marital Status

	ATTENTION VALUE			1	NTEREST		CON	/INCINGI	NESS	COMBINED PREFERENCE			
	Married	Single	Total										
A—Listerine B—Mum C—Ovaltine D—Woodbury. E—Kotex F—Modess G—Lifebuoy H—Camay	51.2% 53.3 38.5 50.9 68.7 64.6 40.9 31.8	55.4% 62.0 37.9 53.4 66.8 65.6 31.4 27.5	53.3% 57.6 38.2 52.1 67.7 65.1 36.2 29.0	49.7% 51.7 44.0 50.5 66.5 67.0 39.7 31.1	54.5% 58.2 41.1 52.8 64.4 69.9 29.2 29.9	52.1% 54.9 42.5 51.6 65.4 68.4 34.5 30.5	45.6% 50.5 43.9 52.5 63.8 64.7 44.4 34.6	50.2% 54.4 42.7 53.9 63.7 68.8 35.5 30.9	47.9% 52.5 43.3 53.2 63.7 66.7 40.0 32.7	48.9% 51.8 42.1 51.3 66.3 65.4 41.7 32.5	53.4% 58.2 40.6 53.4 64.9 68.1 32.0 29.4	51.1% 55.0 41.3 52.3 65.6 66.7 36.9 31.0	

the women they interviewed were very positive in their choices, and a considerable number argued that if an ad caused them to glance the second time, it would also be more interesting than the other, and also more convincing! This may shock the logicians, but will be understood and accepted by most business men in their capacity as husbands. One woman disposed of the problem by remarking, "the picture that would stop me would also prompt me to read, would be the most interesting and also the most convincing; otherwise I would read a few lines and turn the pages."

If we take these women at their word it would indicate that Attention Value is the most important single factor of success in advertising. Certainly it is from the standpoint that unless the ad is noticed it is not going to be read. Incidentally, the test

referred to above, where advertising executives compared newspaper promotion ads by the pairing method, brought results which indicated quite as clearly that ads high in Attention Value were—with few exceptions—also the highest in total effectiveness (average of the three factors).

The summary below, abstracted from the large table, shows that the order of rank, and the score, in Attention Value correlates quite closely with combined Preference Value.

Attention Value	Combined Preference Value
Kotex 67.7	Modess 66.
Modess 65.1	Kotex 65.
Mum 57.6	
Listerine 53.3	
Woodbury 52.1	Listerine 51.
Ovaltine 38.6	
Lifebuoy 36.2	
Camay 29.0	

Analyzed by age groups, the table shows that Mum and Modess ads had considerably more appeal to women under 35 than to the older group, but that Woodbury, Lifebuoy and Camay picked up points in the over 35 group.

Single women were considerably more interested in Listerine and Mum ads than were those in the married group. Lifebuoy directed its ad at mothers, and succeeded in interesting four married women to every three single women.

Highest rating in any classification went to Modess with 72.0 in Interest among women under 35; lowest rating to Camay, with 27.5 in Attention Value among single women.

Most of us are inclined to generalize, to throw out sweeping, pontifical statements. Many of these women, for example, remarked to Ross Federal representatives that "a large picture is far more effective than two or three smaller ones."

There is no reason to doubt the sincerity of such a remark. The women believed it. And yet when caught off guard—when they could not know, except in a very hazy way, how their answers in the pairings test were going to turn out—their one-two choices were for ads which contained several pictures! Kotex has three; Modess has six.

The moral would seem to be: In any consumer survey beware of the question which permits a generalized answer. If you really want to find out what is in the consumer's mind, the indirect or oblique approach is quite likely to be far more accurate than the direct one.

Ross Federal field workers are now busily engaged in bringing up to date two 1938 surveys which were exceedingly popular. Findings will appear in Summer issues. One deals with leading test markets of the country, the other with what kind of window displays dealers want and will use.



# The best "spot" radio buy in BALTIMORE:

### WFBR NEWS SERVICES

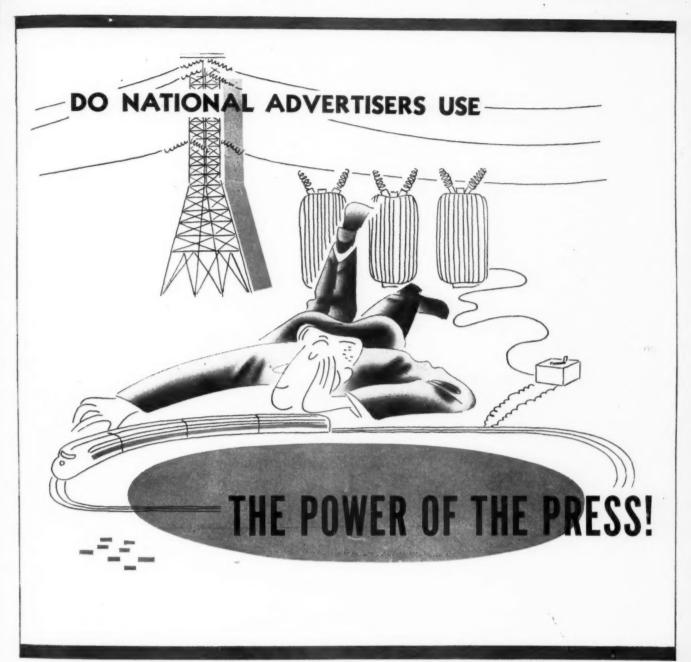
Available in 35 and 100 word live announcements and 5 or 15 minute programs.

Write for details or consult Edward Petry representative. WFBR

BALTIMORE

National Representatives
EDWARD PETRY & COMPANY

\* ON THE NBC RED NETWORK \*



 Surprisingly enough, few national advertisers have ever more than toyed with the full power of newspaper advertising.

If, somewhere along the line, there were a psychological transformer to step down the "Power of the Press" when newspaper space crosses column rules into the category of advertising, one might possibly account for these amazing facts: The median national food advertiser in the Oklahoman and Times used 12 advertisements during 365 days in 1939; the median toilet requisites advertiser used 9;

the median automotive advertiser used 6.

Isn't the "Power of the Press" synonymous with the power of newspaper advertising? Isn't this the power which men praise, court, fear, respect . . . whose freedom they would die to maintain . . . isn't this a power too big, too valuable with which to toy?

The "Power of the Press" is the power to sell an idea or a product . . . YOUR idea or YOUR product...if you plug into the main line and use it completely, consistently and frequently.

### THE DAILY OKLAHOMAN · OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN \* MISTLETOE EXPRESS \* WKY, OKLAHOMA CITY \* KVOR, COLORADO SPRINGS \* KLZ, DENVER (Under Affiliated Mgmt.) \* REPRESENTED BY THE KATZ AGENCY, INC.

#### HOW OFTEN DO NATIONAL ADVERTISERS TURN ON THE "POWER OF THE PRESS"?

Typical of nationwide practice is the manner in which national advertisers used newspaper space in Oklahoma City in 1939. Tabulation below was made from analysis of frequency of insertions by national advertisers in The Daily Oklahoman and Oklahoma City Times.

,	Classification										Median Nun Advertiseme During 19								
Auto	motive											,					6	_	
Food	1			0		,											12		
Med	ical					,											27		
Toile	t Requ	uisit	et	1													9		
	ehold																4		
Tobs	icco		. ,														22		
Beve	erages																19		

ONE OF A SERIES OF ADVERTISEMENTS SPONSORED BY THE DAILY OKLAHOMAN AND TIMES IN THE INTEREST OF A BETTER UNDERSTANDING BETWEEN ADVERTISERS, ADVERTISING AGENCIES AND PUBLISHERS



The human animal is basically egocentric, therefore it is easy for some of us to adopt a smug, aloof attitude toward the life-and-death struggle in Europe . . . to shrug it off with: "It's not our war." It wasn't Norway or Sweden's war, either, when little Finland was holding the bag.

Don't get me wrong. I have no stomach for war, and was no holder of a D. S. C. in the last one. But I do get goose-pimples every time I hear a roomful of my fellow citizens singing God Bless America. One would think we had prior rights with Providence.

Too late for classification came Ed Pope's remark that "the Skagerrak and the Kattegat are closed for altercations."

Slogan for the Boldt cigar: "It's the nuts!"

Some petroleum advertiser might sponsor a breakfast broadcast to be known as "The Oily Boids."

The Chicago Herald-American did a cooperative series of cosmetic ads winding up with the admonition: "Always demand the advertised brand." Sample headlines: "Beauty and the Best"... "What Is Your Face Value?"... Are You Scents-ible?"... "Don't Be Hare-Brained About Your Hair."

Farm Journal's Ed Pachuta writes: "On May 1, John Huggett, ad mgr. of Certain-teed Products, was married. Wonder if Certain-teed's 'Look Homeward, America' campaign gave him the idea?"

Foolish version: Uneasy lies the tooth that wears a crown.

Somehow, these Florida towns sound soft-drinkish to me: Gasparilla and Appalachicola.

Recently, I read proof on 19 guidebooks which the America Oil Co. will hand out free at its service-stations from Maine to Florida. Those master map-makers, Rand-McNally, wrote the copy and did a magnificent job. No history-book or geography-book that I know of contains such up-to-theminute information as these Amoco map and guide-books. I recommend you get one, even if you don't plan to go farther than the barber-shop in the next block.

"Last week, even political experts woke up to a fact as plain as the nose on Uncle Sam's face: That the U. S. was going Republican as fast as it decently could," said *Time*. Time will tell.

Business must be picking up for the railroads, if I can judge by the bad manners of a few conductors I ride with

Speaking of conductors, here's a posthumous headline by your conductor: "All in favor of this motion . . . say 'Campbell's tomato soup'."

Good selling headline by the Canadian National: "We came to Canada and found Switzerland!"

"Wells-Fargo" . . . "Stagecoach" . . . "Virginia City" . . . "Drums Along the Mohawk" . . . "Geronimo" . . . Hollywood has certainly been going in for Indians and bang-bang this year.

We may laugh at a drunk, but nobody really loves one. Some day, I'd like to write one of those Seagram whisky editorial ads with the headline: "This One is on the Souse."

Among the most personable and readable pages appearing in the mags are the ads of Lockheed Aircraft Corp. I'm not surprised, for they tell us to "Look to Lockheed for Leadership."

Yoo-hoo, Stirling Getchell. Why don't you call James E. Pepper whisky "The Spirit of '76"? Especially since you say it was "Born with the Republic" and then show the well-known Spirit of '76 fife-and-drum corps, as you did.

Rand Ebersole, of Steel (Cleveland), sends a bit of nonsense by a fellow worker: I shot an arrow into the air, It fell to earth, I know not where. I lose more damned arrows that way!

A nice promotion by *Electrical World* included some realistic stagemoney, tying-in with the theme, "Dinner-Pail Dollars."

Stopper by CBS: "July is bigger than Texas."

Chicago's American Advertising & Research Corp. sends an arresting bit of direct mail to which is clipped a couple of aspirin tablets in a glassine envelope. Thanks. People in the advertising business can always use them.

Overheard in one of those sizzlingsteak joints: "He talks a lot but he says nothing." You know the type.

I often wonder what ever became of a colored janitor I used to know with the engaging cognomen of "Australia Watts."

Some instinct tells me the Republicans will harp on "Keep out of war!" They might represent G. O. P. as standing for "Guard Our Peace."

Considering the many requests network advertisers get for plugs for this or that charity or promotion, they must feel like emulating the trucks which carry the sign: "No Riders."

Speaking of signs, I often see one reading: "Positively no minors allowed. Be prepared to prove your age and identity, or leave the premises immediately." So far, no waiter has asked for my birth certificate.

The client's demand to "Give us something different" has led many a successful advertising campaign into the bypaths, but not necessarily the buy-paths. Frexample, Coca-Cola is now apparently rich enough to tell us how to arrange flowers in a bowl. A long way from making people thirsty, it seems to this observer.

A good headline is one that makes you want to read the rest of the piece, like Keasbey & Mattison's: "One night, Lake Huron went mad . ."

Or one by York Ice a few pages farther along: "A plantation puts to sea."

June reminds me of a still-unused title for a political yarn suggested by Julian Watkins: "Here comes the Bribe."

T. HARRY THOMPSON.

# Selling the Family



CHILDREN aren't such "small fry" in the family, as you might think. Get 'em in your corner – instead of your hair – and they'll do plenty to help your cause – or heckle your competition.

Being nice to the little angels, also makes a big hit with the rest of the family. That's why its smart selling to box

with the kid brother – and to pick a newspaper – like the Sun-Telegraph that pampers youngsters, as well as grownups.

We publish forty comics—Popeye, Flash Gordon, Skippy, Lone Ranger, Blondie, Dick Tracy, Mickey Mouse, Orphan Annie—all the top favorites of kiddies—and adults.

We print sixteen sports features - in

addition to regular sports news - and eight theater features, including Louella Parsons and Feg Murray - in addition to regular movie news.

But that's not all! We give 'em special features on Stamps, Crossword Puzzles, Classroom Boners, True Detective Tales-and lots *more* for children of all ages.

Oh, yes, the kids are sold on us, alright-just like everyone in the family. They're all home, when we call-and we stay home-to rate with them all!

We know—and you know—that only by rating with all of them—only by selling the family—can we gain full readership—and give full value in advertising. Remember that—when appraising circulation.

"Something Has Happened in Pittsburgh"

# Selling the Family FOR RETAIL DRUG ADVERTISERS

Media Records 1939 Yearbook reveals that, in the Pittsburgh evening field, the Sun-Telegraph carries almost half... or exactly—

48.2% OF ALL RETAIL DRUG ADVERTISING



# Pittsburgh Sun-Telegraph



REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

PITTSBURGH . NEW YORK . CHICAGO . DETROIT . PHILADELPHIA . BOSTON . SAN FRANCISCO . LOS ANGELES . BALTIMORE . SEATTLE

ADVERTISING IS THE CONSUMER'S GUARANTEE OF MERIT



# Poster Stamps as Premiums Pull Like Mustard Plasters

Experiences of Jewel Tea, Skelly Oil, Bowey's, Tide Water Associated Oil, Horlick's, Armour & Co., and others, with campaigns built around a new and rapidly growing hobby.

BY S. A. WRIGHT

HE printing of poster stamps in 1845 to commemorate the Vienna Exposition of that year started a hobby and an advertising medium. The hobby of collecting these small squares of brightly printed or lithographed gummed paper today numbers nearly 1,500,000 hobby-minded Americans among its followers. The medium it created is used by a great many advertisers who, in supplying the collectors with the items of their interest, have found the poster stamp a valuable means of creating consumer good will and building sales for their products.

During the past two years poster stamp campaigns have figured prominently in the promotion plans of such companies as Tidewater Associated Oil Co., Seagram Distillers, Jewel Food Stores, Armour & Co., Skelly Oil Corp., Standard Oil of California,

\*

1. Future aviators — nearly 600,000 of them — made two trips to Skelly Oil stations for their sets of "Air Heroes" stamps and albums offered on Skelly's "Captain Midnight Flight Patrol" radio serial.

2. To introduce a new price on its chocolate malted milk, Horlick's packaged a strip of four brightly colored "Bird Stamps" in each half-pound tin of the product. Completion of the set meant repurchases of Horlick's malted milk.

3. Easter is ham time to the packers; and Easter, 1938, was Snow White time to many kids who had seen or were hoping to see Walt Disney's film treatment of the story. Armour & Co. put the two together and sponsored, through retailers, the distribution of a series of "Snow White" stamps.

4. Bowey's, Inc. selected an educational subject for a poster stamp series — the life of Abraham Lincoln — and obtained publicity for the promotion in schools.

Horlick's Malted Milk Corp. and Bowey's Inc. The experiences of these companies, and other poster stamp sponsors, indicate that the poster stamp, if properly planned and merchandised, can put across a sales message simply and effectively.

For the poster stamp collector, like the philatelist, is serious about his hobby. He is constantly on the lookout for new stamp issues, and he wants them whether they bear the inscription "Compliments of the House of Seagram" or "In Commemoration of the Visit of the King and Queen of England to North America." He is usually aware of the qualities of a stamp that may influence its "market value"—rarity, errors, watermarks and perforations. And, important to the advertiser, if he starts collecting a set of stamps he wants to complete the set. He "swaps" duplicates with friends, and even buys those he cannot otherwise obtain.

Contrary to the general opinion, the majority of poster stamp collectors are not youngsters. One poster stamp organization estimates that for every child collecting poster stamps there is also an adult.

Of 60,000 members in this organization, 65% are adult, indicating that the ratio may be higher. The Seagram campaign of last year offered State Capitol stamps only to adults, with the result that the 1,000,000 sets produced by Kindred-MacLean & Co., N. Y., for the campaign were distributed before the scheduled end of the promotion.

Many poster stamp sponsors, however, do build their promotions around appeals to the youthful collectors, using stamps on such subjects as fairy stories, nusery rhymes, the lives of presidents and air heroes. These subjects have proved a popular means of reaching parents through children not only among manufacturers of cereals, It's no Old a garde thing under more life to

away find towr then mod of li

> And mire Hor



PEOPLE WHO LIVE LIKE THIS ARE SUBURBAN WHEREVER YOU FIND THEM

It's not only in the air...it's in the blood!
Old as Adam and Eve is this urge for a garden; this hunger to re-create, to make things grow! To see Life bud and blossom under the magic of your own hands is more than a thrill; it is a necessary part of life to many people.

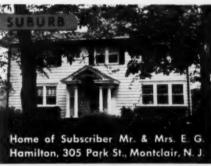
And where do you find these Good Earthers? Are they sacred and aloof, tucked away only in suburbs? Not at all! You find them everywhere: big towns, small towns, in-between. But wherever you find them they are suburban-at-heart. Their mode of life is suburban. Their philosophy of life is suburban. Their thinking, living and buying habits are suburban.

And, because Better Homes & Gardens mirrors their life to their liking, Better Homes & Gardens is *their* book. They take it to head, heart and hearth. It is homey. It is earthy. It is practical. It is authoritative. The more they get out of the *magazine* the more they get out of *suburban living*.

Please remember that Better Homes & Gardens pioneered this job of sifting and sorting America's Home Market. How? By editorially attracting the largest single group of home-and-garden lovers in the nation. By giving them a magazine that is all-home and all-service... but that interests both men and women.

Today, with the livest editorial program in its history...with the largest circulation in its history (more than 2,000,000)... Better Homes & Gardens offers you America's BIGGEST Home Market...whether you sell sofas, succotash or spray guns! Meredith Publishing Co., Des Moines.









It's the BOOK they read ...

# Management

T'S THE SAME in a bright shiny new business as in an old established one:

Success doesn't "just happen". It's planned . . . guided . . . managed.

Take a look at the top of those businesses that are going somewhere and you'll see how true that is. As sure as rain, you'll find a group of planners hard at work... for every active business, you'll find an active management.

You'll find a group alert to each new business trend. You'll find a clan that keeps its eyes wide open. You'll find an audience with one consuming interest ... the news of business.

And right there you'll have the reason for the close watch kept by management on Business Week!

For here they find their news of business analyzed and sifted. Here they have a magazine that's aimed in their direction only. And here . . . as they shop for business ideas . . . they also shop for business goods!

That, on the testimony of the sellers of those goods; the manufacturers and advertising agencies who place more pages of advertising in Business Week than in all other general business magazines together!

BUSINESS WEEK

Active Management's Magazine

[36]

# gets Action!





Associated used full pages in color in key city newspapers on the Pacific Coast, parent-teacher's and motorists' publications, 24-sheet posters and direct mail to promote the distribution of its "Stamps of the West" through Associated Dealers. Promotion of the campaign, Associated's second, was handled by Lord & Thomas, San Francisco office.

Promoted Direct to Teachers

sheet form in publications reaching a

specific public, or given away or sold

as souvenirs at fairs, exhibits, trade

stamp campaigns should indicate the

extent to which advertisers are using

this medium and the ways in which

they have adapted poster stamp pro-

motions to their own particular sales

Bowey's, Inc., Chicago, promoted its

Dari-Rich chocolate drink with the

distribution of 300,000 sets of stamps depicting events in the life of Abraham Lincoln. An entire set of 20 stamps, lithographed in five colors from the historical paintings of Louis Bonhajo, and produced by Historic Prints & Post Stamps, Inc., Chicago, was offered along with an album in which to preserve the series for "ten cents to cover handling and a bottle cap of Dari-Rich chocolate flavored

The campaign broke late in January

in half-page ads in the comic sections

of 17 newspapers in the Metropolitan

Sunday Group, followed by comic strips in later issues. Simultaneously

it was announced on "4,000,000 bottle collars delivered direct to

homes throughout the United States by dairies handling Dari-Rich," on

double car cards in 40 cities, and on the Dari-Rich CBS program, "News

Throughout the month of February,

The following examples of poster

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Since the subject matter of the stamps was educational, Dari-Rich had no hesitancy in promoting the distribution of them through schools, advertising the offer to teachers in half-page space in the *Instructor* and sending out circulars featuring the offer and "delicious hot or cold" Dari-Rich. Teachers were requested to pass the circulars out among their students or post them on bulletin boards.

Results of the promotion are not available since the campaign was completed only recently; however, a number of dairies handling Dari-Rich are still carrying on the promotion with individual campaigns of their own, the company reports.

The Associated division of Tidewater Associated Oil Co., San Francisco, ran its first poster stamp promotion in 1938, distributing "Associated Stamps of the West" through dealer stations, and was so pleased with the results that when 1939 advertising plans came up for discussion poster stamps as part of the promotion received a loud "Aye."

For the "Stamps of the West," a series of 100 stamps devoted to scenic

health drinks and similar products for children, but also among the gasoline refiners who offer Johnnie a poster stamp, or a series of poster stamps, if Mother or Dad will drive him into

the nearest dealer's station.

There is no rule of thumb procedure for planning a poster stamp campaign, since each stamp series is an individual problem depending upon the type of product to be advertised, who the advertiser wants to reach with his promotion and what his method of distributing the poster stamps will be. There are a number of factors to be considered in a poster stamp promotion. A few of them follow:

1. Only "true" poster stamps will be collected. Poster stamps are not to be confused with "sticker" labels or seals. To make stamps attractive to collectors they should be perforated, well-designed and reproduced on good quality summed paper.

quality gummed paper.

2. The subject chosen should be of universal appeal. The more informative or educational its value, the greater the interest. Such productions will receive the encouragement and

support of educational authorities and parents.

3. Good designs are of paramount importance. The poster stamp need not be a miniature poster, for, while it is true that bright colors are characteristic of this medium, stamps in one color can be equally attractive.

4. To obtain word of mouth publicity it is essential that the production bear the name of the producer. The year of issue should also appear on the stamp to facilitate cataloging and listing. Some stamps, very old, have a monetary value.

5. An album for the series should be produced whenever possible. An album provides the opportunity for further message about the advertiser's product, and gives the collector a means of saving his stamps and referring to them often.

Since the poster stamp medium is a flexible one, the methods of distributing poster stamps vary. In many campaigns they are used as premiums, either given away from company head-

quarters or over the dealer's counter in exchange for coupons and wrappers. They may also be inserted in

[38]

subjects of significance to the West, Associated worked out a unique distribution plan to stimulate travel in its marketing area and to turn its poster stamp promotion into a treasure-hunt for collectors. A 48-page album, with a place for each stamp and legend describing the scenic spot depicted, was given away free with the first stamp of the series at all "smiling Associated dealers." Twentytwo stamps of the series devoted to general subjects of the West, were then made available, one each week for 22 weeks, at all of the company's service stations. The remaining 78 stamps of the series commemorating subjects of local interest could be obtained only from company stations in

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the regions they commemorated. For instance, Stamp No. 65, commemorating the Mission at Santa Barbara, was available only at Associated stations in Santa Barbara County, Cal., and the vicinity of Oxnard; Stamp No. 79, depicting the Sunset Highway, could be obtained only from dealers along the Sunset Highway from Seattle to Spokane, north to the Canadian border and in northwestern Idaho. The final stamp in the series, No. 100, commemorating Hawaii, was available only in the Hawaiian Islands. Thus, advised Associated in the preface of the album, "You who cover the entire field, or have friends who do so, can complete the set of 100 stamps.

Grown-Ups Avid Fans, Too

"The plan was successful," Douglas G. Montell of Associated told SM, "and resulted in greatly widening the distance traveled by countless motorists. First distribution of the stamps was made June 15, 1938, with an initial printing of 20,000,000. This quantity, at the time of issuance, was believed to be more than sufficient to satisfy the needs of all collectors, but within a month the supply was exhausted. A hurried order set presses to working night and day to catch up with the demand, and before the program ended November 15, a total of 98,000,000 stamps had been distributed.

"Who collected the Associated Stamps of the West?" he continued. "Boys and girls to start with, for the idea of a stamp collection held instantaneous appeal to youngsters. Grownups were a bit backward about coming right out in the open and admitting their hobby. But soon they were doing better than holding their own with the youngsters in 'swapping' stamps with friends and seriously going about the task of completing collections."

With the success of this first stamp



### Blessed Event

for every business man

The Edison Voicewriter (greatgrandson of Thomas A. Edison's first phonograph) is a blessed event to every businessman. It receives instructions, notes, dictation, memoranda. And it leaves your mind free to concentrate on important matters. It's a blessing to be able to talk your work away — to a beautiful, new, streamlined Ediphone. (A boon to your busy secretary, too!) Write Dept. S6, Thomas A. Edison, Inc., West Orange, N. J., or Thomas A. Edison of Canada, Ltd., 610 Bay St., Toronto.

SAY IT TO THE

Ediphone



See the beautiful, streamlined Edison Voicewriters today.

And see "Edison, The Man," starring Spencer Tracy an M-G-M picture produced by John W. Considine, Jr.



**EVERY** important event in the most powerful market in the world is initiated, requisitioned, decided, or-

dered by an American businessman. Each one occurs as the result of transactions consummated between management and management.

But it's a puzzle, all right, to get a sharp, coherent picture of any audience—especially when it's the management men of business you're after.

That word "management" may mean the Board of Directors—or just the man who heads up the

department where your product may be used. Sometimes it's another word for the boss-man—or for the purchasing agent. It can be The Vice-President-In-Charge-Of-The-Whole-Works—or a group of 3 or 4 men of no particular title, sitting with their feet on a desk figuring out "the best way to do it."

A FITTING JOB • As The Magazine of Management FORTUNE has felt compelled to come to grips with this word "management" and find its

real meaning in terms of jobs and responsibilities. And now, through a series of very enlightening studies (reports on request★),

a clear, sharp picture of "management" as it

operates is beginning to emerge from the fog.

These studies show that

"management", quite visibly, is a fitting together of functions-it is a collaboration of men of many titles.

They show, among other things, that a man with an officer-title is not just a "front office" policymaker. He is usually the active head of some specific department-sales, advertising, engineering, purchasing, finance, etc. He may have intimate supervision over the activities of several other department heads. Equally important, the head of one department (regardless of title) will have an important influence on the activities of anotherand vice versa. (Check with the practice in your own company.)

MEN-OF-MANAGEMENT must watch intently as the wheels of business revolve. They must acquire insight into Public Opinion. They must sit at the ringside of the modern advances in science and engineering. They must live at the very heart of national and world affairs. And from president to purchasing agent you'll find them reading FORTUNE.

To supply such "musts" is FORTUNE's editorial

assignment-so, what kind of advertising could interest readers of For-TUNE's pages more than advertising about, for example, new products of chemistry, business services, products that add to the pleasure of living, industry's technological accomplishments, new industrial equipment?

Here, then, is the perfect fitting together of markets with messages. Ask, "Where does management read advertising with most interest?" and the exact answer is FORTUNE-the precise medium for the messages of "management advertising to management."

> ★Write to the Marketing Service Manager, FORTUNE, Time & Life Building, Rockefeller Center, New York City,



FORTUNE The MAGAZINE OF MANAGEMENT

campaign in mind, Associated issued a second series, "Associated Roads to Romance Stamps of the West." The plan of distribution differed slightly from that used for the first series. First ten stamps of the 1939 set featured the Golden Gate International Exposition and were distributed throughout the company's entire marketing area, one each week for ten weeks; the additional 90 stamps of the series-local stamps-being available at Associated dealers in the localities specified on the stamps. The last three of this series were obtainable in Honolulu, Hilo and Honokaa and Manila.

However, to enable the local motorist to complete his set more easily, each week for 24 weeks a stamp from some distant distribution area was made available in limited quantities in various local areas. "The result," said Mr. Montell, "was that many became ardent collectors who had not collected before."

From the experience of its first poster stamp promotion, Associated anticipated the demand for "Roads to Romance Stamps of the West" and produced 113,000,000 which "proved adequate." The color lithography on both sets was done by Stecher-Traung Co., San Francisco.

Jewel Tea Co., Chicago, last Spring conducted a poster stamp promotion through the 109 Jewel Food Stores in Chicago and vicinity on the "History of Chicagoland," distributing in three days all of the stamp albums that had been produced for a 25-week campaign. The series of 100 stamps, lithographed in two colors, depicted the growth of Chicago from the days of Joliet and Marquette through the Century of Progress Exposition in 1933 and were planned by Jewel in cooperation with the Chicago Historical Society. Buckley, Dement & Co., Chicago, produced the series.

Distribution of the stamps was accomplished through Jewel Food Stores

in the following manner:

One stamp as a "starter" and an album in which to preserve the series on request at any Jewel Food Store.

One stamp to each person making a 25-cent purchase in a Jewel Food Store on Monday, Tuesday and Wednesday.

One stamp to each person making a 25-cent purchase on Thursday, Fri-

day and Saturday.

One stamp to each person buying the product designated as the "weekly stamp special." This special was changed each week and featured as the "stamp special" in newspapers.

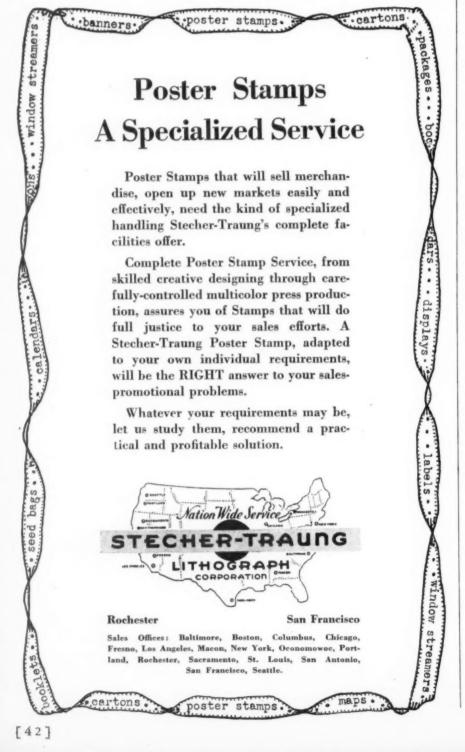
One or more "star" stamps to be found inside packages of Jewel coffees, tea and the pound can of Jewel cocoa. These "star" stamps were necessary to complete the "History of Chicagoland," and Jewel designated them as the most valuable.

### Sales Increases Up to 1,860 %

As Chicagoans were refreshing their memories about Tecumseh, Fort Dearborn, Cyrus McCormick's first reaper and Mrs. O'Leary's cow, Jewel was watching a rising sales curve. "Sales of food items tied-in with the distribution of poster stamps skyrocketed," reported J. R. Hulbert, advertising manager. "In many cases previous sales records were completely shattered."

For the 25-week period, Jewel cocoa sales increased 253%; coffee, 11.5%; tea, 46%. Products advertised as "weekly stamp specials" showed the following gains: Vanilla extract, 1,270%; peanut butter, 1,860%; salad dressing, 870%; Blue Jewel Jell, 610%; milk, 623%; peas, 1,600%; flour, 700%.

Last June Horlick's Malted Milk Corp., Chicago, conducted a test campaign in Cincinnati, Milwaukee, Peoria, Chicago, Dayton, Louisville, and Columbus to introduce a reduced price for its sweet-flavored chocolate malted milk. Part of the promotion



was the use of a series of "Bird Stamps" picturing in bright colors the blue heron, parrot, mourning dove, mallard duck, screech owl, the eagle and other birds common to America. In each half-pound tin of the product a strip of four "Bird Stamps" of the series was packaged. Horlick's newspaper advertising in cities where the campaign was conducted announced "Horlick's . . . now yours at the lowest price in history . . . Special! poster stamps free with every tin."

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To enable collectors to save the bird stamps in an orderly fashion, Horlick's produced an album which could be obtained from the company, along with the initial four stamps of the series, for the printed wrapper or label from any Horlick's product or ten cents in coins or stamps. Additional stamps to complete the series, however, were available only in the tins of the product being promoted. This series was produced by Western Printing Co., Racine.

### Horlick's, Pleased, Repeats

So satisfied was the management with the results of this test campaign, J. M. Cleary, vice-president of Roche, Williams & Cunnyngham, Chicago, Horlick's agency, told SM, that it was decided to broaden the use of poster stamps and promote them for a second year as premiums in all Horlick's products. For this promotion a series of "Storyland Stamps" was developed by Buckley, Dement & Co., Chicago, in cooperation with Chicago librarians. Aladdin, Alice, Scrooge, Huckleberry Finn, Hawkeye, Captain Ahab, Black Beauty and other favorite storybook characters are represented in the stamps.

Copy in the album concerning the stamps does not summarize the stories represented but gives interesting details about the story and characters and brief biographical sketches of the authors. This, said Horlick's, was done to interest boys and girls in reading for themselves the 48 well known

storybooks represented.

Unlike the bird series, the 48 "Storyland Stamps" are being promoted nationally in Horlick's ads in SEP, Life and Collier's and on the "Lone Ranger" program from WGN, Chicago. Since there were many Horlick's packages in the stocks of wholesalers and retailers when the stamps were printed, the offer was first made to send an album and four stamps, or six stamps of the series, in return for the purchase of any Horlick's product, half-pound or larger. When these stocks were depleted, wholesalers and retailers were supplied with packages containing the stamps.

Copy in the "Storyland" album suggests to collectors that in addition to completing the series "you will want to paste the Huck Finn stamp in your own copy of 'Huckleberry Finn,' the 'Heidi' stamp in your own copy of 'Heidi,' etc"; also, "If you get more of any particular stamp than you need, talk to your friends who use Horlick's and trade for the stamps you need to complete your collection."

Giveaways are a regular feature of Skelly Oil Co.'s "Captain Midnight"\* radio program, broadcast over stations covering the Skelly territory in the Mid-West. Last January the giveaway consisted of a set of "Air Heroes" stamps to be distributed through dealer stations. These stamps, picturing 16 famous fliers and produced in offset lithography by Semco Color Press, Oklahoma City, could be obtained, along with an album in which to collect them, on two trips to a Skelly station, eight stamps of the series being available each week for the two-week period of the promotion.

\* For details of the complete merchandising plan in which the Air Heroes series was used, see "Captain Midnight Flight Patrol Radio Serial Enrolls 800,000 Kids for Skelly Oil Co.", SM, March 1, 1940.



Make your gummed paper selection from this 92-Page Sample Book

There's a McLaurin-Jones Gummed Paper for every need!

### POSTER STAMPS



Poster Stamps today are "hotter than a firecracker"! A s premiums, they pull like mustard plasters. Manufacturers

and packers, states and municipalities, charity groups and church organiza-

tions, trade associations and chambers of commerce . . . all are successfully using Poster Stamps to great advantage. For outstanding printing or lithographing results, Poster Stamp producers find that McLaurin-Jones Guaranteed Flat Gummed Papers do a superior job all the way through!

If you want a very low cost medium appealing to a vast audience and securing phenomenal results, let us prepare a Poster Stamp plan for you. There is no obligation. Just fill out the coupon and mail to

### McLAURIN-JONES CO.

BROOKFIELD, MASS.

Makers of McLaurin-Jones Guaranteed Flat Gummed Papers



### INFORMATIVE LABELS



The preparation and production of Informative Labels to guide the consumer in purchasing the products to which these labels are to be attached, has

become an extremely important field for the use of gummed paper! The new McLaurin-Jones Handbook of Informative Labeling is a complete guide to their preparation and usage.

### PRODUCT STAMPS



The new and inexpensive way to advertise products and services. Your McLaurin-Jones merchant will gladly show you a Presentation, demonstrating Product Stamps serv-

Stamps serving as photographic prints, as miniature catalog sheets, folders, as package seals and product reminders. McLaurin-Jones' PRODUCT-STAMP PAPER, a high finish gummed paper of substantial thickness, is especially manufactured for fine halftone or offset printing. It combines the perfect printing surface of fine coated papers with guaranteed flat and adhesive qualities of all McLaurin-Jones flat gummed papers.

MAY WE SUBMIT A
POSTER STAMP
PLAN FOR YOUR

Just fill out cou-

**BUSINESS?** 

### ATTACH THIS COUPON TO YOUR BUSINESS LETTERHEAD

- We'd like a POSTER STAMP plan adapted to our business. Send information telling us how to go about it — without obligation to us.
- Send complete POSTER STAMP data and actual samples.

Requested by

Approximately 600,000 sets of stamps and albums were distributed in this way.

Armour & Co., Chicago, had this objective in mind when it set out in its Eastern promotion of 1938 to distribute a "Snow White" series of poster stamps: To demonstrate to company salesmen and retailers the consumer interest in Armour's national



MID-STATES GUMMED PAPER CO

advertising "and the ability of our magazine copy to stimulate these people to action." So a series of eight stamps, picturing Walt Disney scenes from "Snow White and the Seven Dwarfs," was offered in Armour ads in Good Housekeeping, McCall's, Ladies' Home Journal, The American Weekly and in 125 daily newspapers, in exchange for a coupon cut from any Armour ad. Coupons were to be exchanged at any of the 50,000 retail meat dealers carrying Armour products. No purchase was required or strings attached to the offer.

More than 5,000,000 sets of "Snow White" stamps, produced by Magill-Weinsheimer Co., Chicago, were distributed in this way, and "twice as many stamps could have been distrib-uted," J. E. Weber, Armour advertising manager reported. "The promotion accomplished its objective . . . in some instances accounts on which we had not been calling telephoned our houses and asked to be told about the stamp offer because of the requests they had received from consumers. A considerable number of dealers throughout the country were sufficiently interested in the program to feature it extensively in their own retail advertising, and the general response was that the promotion built traffic in the stores and interested housewives in ham for Easter."

The eastern division of Tide Water Associated Oil Co., New York, is currently conducting a poster stamp campaign as a part of the promotion for new, improved Tydol Flying A" gasoline, offering aviation stamps to motorists who call for them at Tydol stations. Three stamps of the series of 48, which is lithographed in full-color by Grinnell Lithograph Corp., N. Y., from original drawings by Edward A. Wilson, artist and book illustrator, are being made available each week through Tydol's 10,000 dealers in the East, the first set accompanied by a collector's album.

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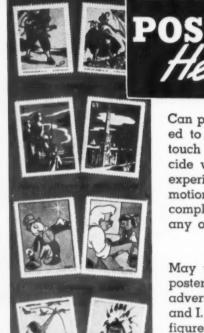
Stamps and album have been designed to present a picture of the past, present and future of American aviation, the subject matter of the stamps being devoted to the pioneers of flying such as Da Vinci, Dumont, the Wright Brothers and Bleriot; famous first flights and trail-blazers of the air such as Lindbergh, Wiley Post, Amelia Earhart and Howard Hughes; military aircraft and present day commercial planes. Tydol has used its album to present stories about each stamp of the series and to show the link between aviation and petroleum industries "and the part America has played as founder and unchallenged leader of both."

#### Ads Offer the Series

Ads in 200 newspapers in the territory, supplemented by radio announcements and outdoor posters, will carry the stamp offer along with announcement of the new gasoline. Lennen & Mitchell, N. Y., is the

Seagram Distillers Corp. has used poster stamps for a number of promotions, the most recent being as a tie-up with its "Salute to the States" advertising campaign last Fall. Seagram used double spread, four color ads in *Time*, Life, Collier's, Esquire and New Yorker to launch its salute to the states, then singled out individual states to honor in follow-up magazine insertions. Large space newspaper ads carried the salute to each state in which the newspaper appeared.

None of these ads, however, carried notice of the poster stamp offer in spite of the fact that the stamp series, which pictured the 48 state capitol buildings, tied in directly with the theme of the campaign. The only announcement was made at the point of sale, and the 1,000,000 sets of the series which Seagram had produced for the campaign were distributed to adults before the scheduled end of the promotion.



Can poster stamps be successfully adapted to your particular business? Get in touch with us and we can help you decide very quickly. We have had more experience in planning poster stamp promotions and in creating and producing complete poster stamp campaigns than any other organization.

CONSULT

### SEND FOR SAMPLES

May we send you actual specimens of poster stamps produced by us for leading advertisers, such as Horlick's, Jewel Tea, and I. G. A. Stores, together with facts and figures on many successful stamp promotions? When you know the facts you may want to include poster stamps in your fall merchandising plans. Write today for detailed information.

### BUCKLEY, DEMENT & COMPANY

Sales Promotion and Direct Mail Producers . 1300 Jackson Blvd., Chicago

# Recognized Business Papers of the Railway Industry



### Specialized Editorial Service for Specific Branches of Railway Activity Provides Outstanding Avenues of Sales Approach

### Railway Age

Published every Saturday. Edited from the executive, operating and managerial standpoint, and read by railway executives, operating officials, traffic officers, purchasing officers and department heads.

#### Railway Mechanical Engineer

Published monthly. Devoted ex-clusively to the problems of the railway mechanical department officers, who are responsible for the design, construction, main-tenance and repair of loca-motives and cars, and for the efficient operation of shops.

### Railway Engineering and Maintenance

Published monthly. Devoted to the interests of the railway engineering and maintenance officers who are charged with the construction, maintenance and repair of roadway, track, bridges, buildings and other fixed properties.

#### Railway Electrical Engineer

Published monthly. Devoted ex-clusively to the interests of the railway electrical officers, cover-ing electrical applications in all branches of railway service, in-cluding heavy electric traction, air-conditioning, shop electrical equipment, train and locomotive lighting, etc.

### **Railway Signaling**

Railway Signaling
Published monthly. Devoted exclusively to the problems of
improving, installing and maintaining signals, interlockings,
centralized traffic control, car
refarders, communication equipment, etc. Read by signal officers
and their staffs.

THE magnitude of the railway industry, and the diversified nature of its operations create specialized needs for information within the industry and give manufacturers several different avenues of approach to this market.

Here is a situation most favorable for rendering a specialized business paper service that will command widespread reader recognition among railway men and advertising recognition among those who sell to the railroads.

Such recognition has been attained to an unusual degree by the five Simmons-Boardman railway publications. Each one is devoted to the interests of a specific branch of railway activity . . . and each one is read and relied upon by an important group of railway men.

Publishing five papers, each rendering a distinct service, enables railway men

to select the particular publications they need to keep abreast of developments in their work. It enables manufacturers to tell their sales story without waste to the men they want to reach.

The nearly 1700 pages of editorial information presented to the industry in the first five months of 1940 by these publications, and the more than 1500 pages of advertising information on equipment, materials and supplies published in the same period-attest to the important and recognized place of the business paper in the railroad industry.

One or more of the Simmons-Boardman railway publications will meet your railway selling needs. Plan now to make these publications an important part of your railway sales campaign. Write to the nearest office for more detailed information.

## Simmons-Boardman Publication

30 Church Street, New York, N. Y.

105 W. Adams St., Chicago Terminal Tower, Cleveland 1081 N'l. Press Bldg., Washington, D.C. 1038 Henry Bldg., Seattle 485 California St., San Francisco 530 W. 6th St., Los Angeles

Also Publishers of: Locomotive Cyclopedia Car Builders' Cyclopedia Railway Engineering and Maintenance Cyclopedia

# KEY MEN, READ BUSINESS PAPERS



"...THEY REALLY HELP US DO OUR DAY'S WORK"

PAUL W. KIEFER, New York Central System's Chief Engineer of Motive Power and Rolling Stock—like the other key men of American business covered in this survey—has no time to waste. When he spends "two or three hours a week" reading railway business magazines it's because "These magazines are standard reference books that perform a definite service". And "Advertising pages . . . are of value" to him. He tells you exactly why.

GOOD BUSINESP



A survey series by Sales agement showing that men everywhere in induare regular readers of ness papers . . . and why

Sponsored by the following Business Preceiving unanimous votes from a jury of

### NEW YORK CENTRAL SYSTEM

P. W. KIEFER
CHIEF ENGINEER MOTIVE POWER
AND ROLLING STOCK

E.L. JOHNSON
ASSISTANT CHIEF ENGINEER MOTIVE POWER
AND ROLLING STOCK

W. S. H. HAMILTON
EQUIPMENT ELECTRICAL ENGINEER

H. W. FAUS ENGINEER MOTIVE POWER

E. P. MOSES
ENGINEER ROLLING STOCK

W. F. COLLINS

G.T. WILSON AUTOMOTIVE ENGINEER

T. L. BURTON
AIR BRAKE ENGINEER

Mr. E. W. Davidson, Sales Management, 420 Lexington Ave., New York, N. Y.

My dear Mr. Davidson:



466 LEXINGTON AVENUE NEW YORK

May 3, 1940 kc

My principal reason for reading three or four of the important railway and engineering magazines — giving them two or three hours a week mainly while I am on the road, but also at the office and sometimes at home — is to learn promptly what is new in railroad engineering practice and what the other roads are doing. This is a convenient means of keeping abreast of the technical and business news of the railroads.

We need such magazines the way you and ourselves need our newspapers — but their accuracy of course is far higher because the good publications of this industry are edited by men whose technical and practical knowledge commands confidence and who are anxious to publish facts.

I am not a cover-to-cover reader, but take enough time to read the main articles, and that is a good many. These magazines are standard reference books that perform a definite service. The advertising pages are a running index of equipment and appurtenances and where to get them. That is of value too.

A great many copies of a few such magazines circulate among New York Central men both as company copies — marked for special attention by various people — and as individual subscriptions all over the System. I see them wherever I go and hear them discussed and they really help us do our day's work.

Very truly yours.

SPAPERS BUILD BETTER BUSINESS

BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER,
New York

at

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CERAMIC INDUSTRY, Chicago
CHEMICAL & METALLURGICAL
ENGINEERING, New York

ELECTRICAL WORLD, New York
FOOD INDUSTRIES, New York
HOTEL WORLD-REVIEW,
New York

THE IRON AGE, New York
THE JEWELERS' CIRCULAR-

MACHINE DESIGN, Cleveland
POWER, New York
RAILWAY AGE, New York
RAILWAY MECHANICAL ENGINEER,
New York
SALES MANAGEMENT, New York



In the background of this scene from "It Takes More Than a Recipe to Bake a Cake" is some of the modern lubricating equipment manufactured by Alemite. Although, as the film's title suggests, just installing that equipment will not assure a dealer's success, backing it up with faithful follow-through on Alemite's merchandising plan does produce amazing increases in service sales—and profits. The film's good and bad examples prove the point dramatically.

# Film Trains Alemite Dealers in "How" of Modern Merchandising

This Hollywood-produced picture is being used not only to rouse service station men who have settled into a rut, but to open new accounts.

Based on an interview with

### FREDERICK R. CROSS

Retail Sales Manager, Alemite Division, Stewart-Warner Corp., Chicago

HE latest Alemite commercial sound film, "It Takes More Than a Recipe to Bake a Cake," is a success story of modern equipment in the service department of an automobile dealer, supported by a modern merchandising plan. The plan shows the dealer in ABC language how to make his equipment pay respectable dividends in increased patronage and servicing.

Service sales records of Lewis & Winkler, Inc., Nash dealers, 1525 N. Meridian St., Indianapolis, furnish the background for the story. Lewis & Winkler got into the Klieg lights, or at least their story did, on the straight record of their gains after they signed up under the Alemite sales plan back in 1937.

Alemite wanted to make a sound picture last Fall that would show how its merchandising plan works, what it can do in dollars when followed faithfully by the service department of a car dealer. Fred Cross, retail sales manager of Alemite, who was designated to prepare the script, went to the company records and looked for an example.

He found that at the time Lewis & Winkler signed up with Alemite their car lubrication business was running like this:

Average revenue per lube job. \$1.42
 Percentage of owners returning 18.8%
 The figures at the end of two years under the Alemite plan:

3. Percentage of owners returning 71.0% "We weren't looking for the one outstanding job in building sales," says Mr. Cross. "We were merely looking for a good average job, well done. What this dealer is doing is typical of what thousands of others are doing, and what anyone can do by using the proper plan and following through on all of the details."

The film is 16mm. for easy carrying

and handling. It is shown in the main at night meetings before groups of employes of individual car dealers. Approximately 200 Alemite salesmen have been trained to show the film. Every one of the 38 Alemite sales districts is equipped with one or more sound projectors (most of them Bell & Howell machines) and copies of the film. Meetings are so scheduled that the films may be kept busy most of the time.

The Alemite salesman goes to a car dealer and says:

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"Let me show your men this film. This picture, whether you adopt our plan or not, will help you and your men to do a better job."

The film tells the story of how Lewis & Winkler did a job that increased their lubrication business by several hundred per cent. Then, for contrast, to show how not to do the job, a backward, slovenly, non-progressive station is shown, a fictitious station, of course, but one that would bring out the point.

### Every Salesman a Showman

"One of the chief values of using a film like this, as we see it," said Mr. Cross, "is that it enables every salesman, no matter whether he is qualified as a speaker or not, to make an interesting and instructive presentation. The film carries a far more inspirational story than the salesman, left to himself, could give. The story is told in better sequence, more completely, and exactly as we want it told.

"It is rather difficult for a salesman to go to a car dealer and say, 'I'd like to talk to your men.' It's easy for him to say, 'I've got a bang-up picture to show your men.' That simple fact helps amazingly in getting the attention of dealers and arranging sales meetings. Any salesman who can't use the film to his advantage is a poor salesman."

Primary uses of the film are two-fold:

(a) In getting new car dealers to sign up under the Alemite plan.

(b) For "revival meetings"; to warm up old dealers who have either cooled off, or who for some reason or other are not making the most of the Alemite merchandising plan.

Alemite, as everyone knows, sells both lubrication equipment and lubricants. The Alemite organization started in the automotive field in the days when the squeak of the "birdie" was being heard loudly throughout the land, and pioneered the servicing of friction points with their famous high pressure lubrication system. The first products were hand-operated grease

### Hard Facts Broke Up a Tradition

### And today C.C.A. Publications stand first in the preference of many industrial advertisers

Rather than leave the circulation and coverage of their magazines to the uncertainties of subscription-selling, the publishers of the magazines listed below decided to break with tradition and follow where facts and intelligence led them. In doing so, they achieved a control of market coverage such as never before offered to an industrial advertiser.

What were the facts? One, no salesman can hope to reach and sell 100% of his logical prospects. Especially is it hard to reach the prospects "higher up." Two, the commission on a subscription to a man without buying authority is just as big as the fee on a subscription to an important executive. So a large proportion of paid circulation is likely to be of no interest to the industrial advertiser. Three, men may not buy but they will read what's vital to their interests—if it is placed in their hands.

Those were the facts, and they led unerringly to new circulation technique. This is the method of Controlled Circulation. Controlled Circulation publishers divert topheavy subscription-selling expense to improved editorial content, to scientific list building, and to placing their book accurately in the hands of men who make up the buying market.

The Controlled Circulation technique is so successful that C. C. A. Publications now stand first in the preference of many industrial advertisers.

You can purchase Controlled Circulation with full knowledge of the facts . . . thanks to the Controlled Circulation Audit. For it tells you exactly what you are getting and where your advertising is going. Let us show you what Controlled Circulation means in terms of advertising results.

### THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

Bakers Review
Bankers Monthly

Better Roads

Combustion

Compressed Air Magazine

Diesel Progress

Drug Topics

Dun's Review

Electric Light & Power

Electrical Dealer

Electrical Manufacturing

**Equipment Preview** 

**Excavating Engineer** 

Golfdom

Graphic Arts Monthly

Hitchcock's Machine Tool Blue Book Hospital Topics and Buyer

Industrial Equipment News

Industrial Power

Jobber Topics

Liquor Store & Dispenser

Machine Design

Meat

Meat Merchandising

Mill & Factory

Modern Machine Shop

New Equipment Digest

Petroleum Marketer

Pit & Quarry Handbook

Premium Practice

Progressive Grocer

Purchasing

Roads and Streets

Rug Profits

Soda Fountain

Super Service Station

Tires

What's New In Home

Economics

Wood Products



JUNE 1, 1940

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guns and fittings, but soon a line of specialized lubricants were added and gradually the lowly hand-gun evolved into today's big batteries of poweroperated lubrication equipment.

This did not happen automatically, however; Alemite's outstanding success resulted from a continuous and sustained use of every form of advertising and clever and ingenious mer-

chandising plans.

Among the advantages Alemite service assures the car owner are, the plan shows: Peak performance, economic operation, maximum safety, confidence in quality service and insurance against repair bills. The dealer using the Alemite merchandising plan finds it easier to close sales for cars—both new and reconditioned. It means, the film points out, higher resale profits and faster turnover—because used cars will be in better condition.

The plan includes a follow-up system which keeps a complete running record of the customer's lubrication service with mailing pieces as reminders to bring him in when he becomes lax or forgets. A daily form is supplied to dealers and from this each day's totals are carried forward onto a monthly sales analysis statement.

### "Keep Them Coming In"

One of the several reminder mailing pieces says:

"When your speedometer reads ...... the following need attention:
() Chassis Lubrication. () Change Motor Oil. () Transmission. () Rear Axle. () Wheel Bearings. () Air Cleaner. () Springs. () Shock Absorbers. ()

The dealer fills in the mileage for the speedometer and checks the items that need attention. Samples of letters that may be written on the dealer's own letterhead are also indicated. The idea is to keep the car users coming to the dealer for service at regular intervals.

"There are many car dealers in the country today who would go into the red were it not for their service revenues," says Mr. Cross. "The service end of the business not only keeps their heads above water, but, if the car owner keeps coming in regularly, he will be more likely to buy his next car from the dealer who has been servicing him regularly and satisfactorily.

"The point is not that because a dealer adopts a plan everything will go fine with him. We bring out in our film that it isn't so much the system as how the system is worked. By that I mean is it followed up to the end, used methodically? Nothing much works

unless work, perseverance, and above all, brains are put into it. That's what we meant when we titled the film, 'It Takes More Than a Recipe to Bake a Cake'''

In the film methods of two Alemite dealers, both furnished with identical merchandising plans, are analyzed. One dealer is successful, the other is not. One does everything in the correct manner—"according to the book." The other just drifts on, hit or miss, following instructions of the Alemite merchandising plan in some instances, disregarding them entirely in others. To illustrate the point he has in mind, Mr. Cross has the wife of the unsuccessful dealer bake a cake.

It's a very fine cake and a friend

asks for the recipe. She gets it and goes to work, but the cake flops badly. She wails loudly:

"But I followed the recipe!"

"It takes more than a recipe to bake a cake," says Mrs. Unsuccessful Dealer.

That's where light dawns on her husband. He realizes that he's had the recipe for success all the time, but hasn't used it properly.

A cast of 17 was used in making the film. It was produced by Cinema Sales, Inc., in Hollywood. Jack Gallagher was the producer and B. Reeves Eason the director. Mr. Cross himself prepared the script, the third that he has originated for Stewart-Warner Alemite in the last two years.

### **Business-Consumer Relations**

Three New York Meetings Devoted to the So-called "Consumer Movement" Give Free Play to Opinions of Both Business Men and Consumer Leaders — And in One Mrs. Average Housewife Is the Star Performer.

HETHER from an intense interest in the consumer movement and its importance to business, or because of a curiosity that in some cases may have been skeptical, business leaders turned out in numbers during May to hear and to be heard on a subject that is challenging production and distribution. Out of it all one fact appears established: That whatever business men may think about the consumer movement, they feel something has to be done about it and that serious consideration must be given to the development of a new business-consumer relationship.

The American Marketing Association devoted the better part of a day to a practical presentation of consumer reactions and to a well-rounded discussion of consumer thought and action; the National Association of Better Business Bureaus in two full days of speech-making let both consumers and business have their say; the American Association of Advertising Agencies put on a Town Meeting type of program which hit the up-to-now high for effectiveness in the presentation of business and consumer viewpoints.

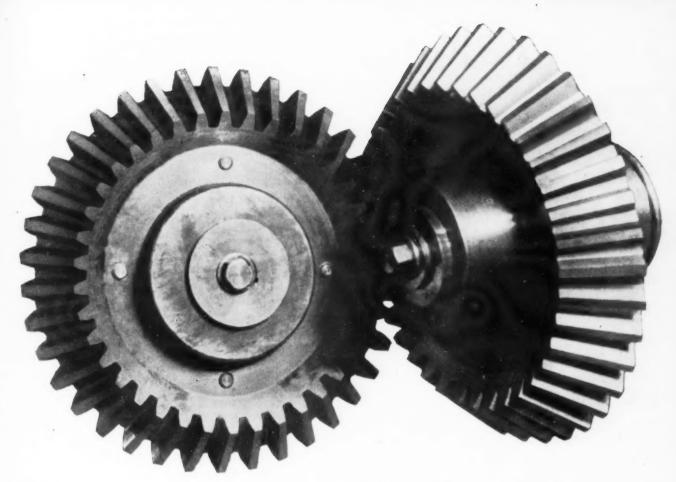
#### Consumers Have "Platform"

The nearest approach to the development of a working plan was the socalled "consumer platform" brought before the business-consumer relations conference of the National Association of Better Business Bureaus. Drawn up by consumer members of the National Consumer-Retailer Council, it is supposed to summarize the objectives of national consumer organizations and lay down the rules for consumer cooperation with business in achieving those objectives. The consumer leaders responsible for the platform are connected with the General Federation of Women's Clubs, the American Association of University Women and the American Home Economics Association.

However, it is understood that those organizations have not voted on the platform, and consequently it is generally regarded as representing only the views of the consumer leaders who drafted it. Since the platform was first read at the Better Business consumer conference in Buffalo last year, it has been discussed pro and con, the statement being made that whatever excellence the platform may have in parts, that value is nullified because it is more of an arbitrary pronouncement by consumer leaders as to the basis on which they will work with business, instead of being a procedure mutually arrived at for business-consumer co-

### **Grade Labeling Test Made**

Grade labeling as a guide to consumer satisfaction in purchasing was brought into question at the meeting of the American Marketing Association



# Geared for Action!

# Detroit A and The News—

DETROIT and The Detroit News—a dynamic city and a powerful newspaper—geared to give advertisers ACTION!

With automobile production near a 10-year Spring high, millions of dollars are being placed in the pockets of the world's highest paid factory workers.

This is market money . . . spending money . . . action money!

As prosperous Detroit's industrial indices step up and up, The News keeps pace with a brilliant record of circulation gains.

Today The News puts your sales message into more *homes* in the Detroit trading area than have ever before been reached by one newspaper!

The week-day circulation of The News in April, 1940, climbed to 346,921—an all-time

high and a gain of 18,934 over April, 1939! The Sunday circulation soared to 407,427—a gain of 16,054 over April, 1939!

95% of the record-breaking week-day circulation is concentrated in Detroit and trading area where The News is 80.5% home delivered by exclusive Detroit News carriers!

Detroit is the market . . . The News is the medium . . . together they are geared to give advertisers ACTION in the world's greatest industrial city!

### The Detroit News

THE HOME NEWSPAPER

Largest A.B.C. Recognized Home-delivered Circulation of Any Newspaper in the United States

New York: I. A. KLEIN, INC.

Chicago: J. E. LUTZ

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## GOOD NEWS!

Guess work on expected increased sales and income has been eliminated.

9%
Better
In

Sales Management's monthly income studies indicate Holyoke, Mass., will enjoy 9% better than average nation's business for June, 1940.



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ADVERTISE WITH CONFIDENCE IN

## Holyoke Mass., TRANSCRIPT-TELEGRAM

Evenings Only — 18,856 Daily — Merchandising Service
Represented by Julius Mathews Special Agency—New York, Boston, Chicago, Detroit

BUSY HOLYOKE HAS A HEAVY BACK-LOG OF INDUSTRIAL ORDERS!

when 19 housewives, members of various organizations but not "professional clubwomen," in a form of blindfold test indicated their preference for Grade B canned pineapple over Grade A by a vote of 16 to 3, and even expressed a willingness to pay from two cents to five cents a can more for the grade they preferred. Whether this was considered a set-back for the grade labeling advocates is not so much the point as is the fact it showed that in actual practice taste preferences cannot be guided by grades.

During that discussion of grade labeling, the pineapple test of the American Marketing Association was commented on from the floor, and the professional consumer leaders on the platform could not state fast enough the reasons for the bad preference showing of the Grade A product. They seemed to think that the entire grade denied that a test among only 19 "average" consumers could prove anything; thought perhaps the extra sugar in the Grade A pineapple caused the homemakers to shy away from it, watching one's diet being the vogue these days; suggested that the standards for canned pineapple might need revising; that whatever the result of the test, grade labeling would enable consumers to save money.

### Other Questions Answered

Revealing answers were given by the homemakers when they told that 15 of the jury of 19 had read the book "100,000,000 Guinea Pigs," with scattered reading of other similar books; nine declared that such books had made a difference in their buying of advertised products.

### Consumers Union Replies

Frequently heard questions about the competency of Consumers Union as a testing agency and its alleged hostility to business were answered in an address by Dexter Masters, publications director of that organization. In an unchallenged presentation, he said that Consumers Union "probably deserves a medal for meritorious service to business" inasmuch as it puts the "acceptable" mark on 85% of the products of industry. Nevertheless, Mr. Masters pointed out that many of the nationally advertised brands are on the "not acceptable" list of the organization, and he named a number. Other frequently stated points made were that Consumers Union has 85,000 members, reaches between 250,000 and 300,000 people and an additional 100,-000 library readers; that the agency performs 25% of its testing; that 200 researchers and technicians give their services for this work, and that commercial testing laboratories also are

### **Business Philosophy Wrong**

At the meeting sponsored by the National Association of Better Business Bureaus, Dr. Edward Reich, editor, the Consumer Education Journal, declared that consumer distrust of business is owing to something basically wrong with the philosophy of business; that consumer testing agencies have not added to that distrust, but are themselves the result of it. He warned that business must stop "selling to customers" and start "selling to consumers," and said that business must learn the phychology of use and the advantage of selling to consumers for

use instead of to customers for profits. Dr. Reich pointed out that while consumer criticism may not always be right, it should be accepted as a move to correct some of the wrongs of business, which, as a first concern, should find a way to reduce the cost of distribution. This speaker emphasized that there was no identity of interest between business and consumers, but that fact did not stand in the way of cooperation.

#### Rubicam's Talk Basic

"What Does Advertising Owe the Consumer?" was the question answered by Raymond Rubicam, chairman, Young & Rubicam, in his talk, declared by many hearers to form a basic approach in teaching the practical fundamentals of advertising. pointed out that the first obligation national advertising owes the consumer is the same as that which it owes the manufacturer: Success in selling honest goods and services to a mass market at low cost. Effective advertising, he declared, is made up of a combination of facts and persuasion, and it should not be required to become an encyclopedia of factual information, nor should it employ standards of public taste which apply only to a minority. Mr. Rubicam warned that we must be careful that a movement which starts with the reasonable desires of consumers to get what they want from business, does not end with an individual empowered to decide what everybody wants.

### Town Hall Meeting

The Town Hall meeting technique employed by the American Association of Advertising Agencies to present its consideration of the consumer movement and advertising, proved a highly effective method of airing viewpoints. The subject of the discussion was "To What Extent Should Advertising Be Controlled and By Whom?" But none of the speakers appeared to make even an attempt at a direct answer to the question; each had his own story to tell and he told it. The result was none the less provocative, and set a new standard for consumer movement discussions in the future. Less rhetorical and scholarly side-stepping, however, might be more productive of understanding, many hearers agreed.

### Says Advertising Has Failed

The "competitive slaughter" in advertising prevents it from giving consumers the real information they want about products, said Dr. Colston E. Warne, president, Consumers Union, the first of the "critic" speakers, declaring that the downright lies, slippery superlatives, half-truths, pseudoscience and irrelevant appeal of advertising had created the consumer movement. "The child, lusty and strong, is on your own doorstep. What are you going to do with it?" he chal-The rating agency's head charged that advertising had failed as an agency for good, had not brought the good life, but had only sold goods, and said that the consumer movement is here to make nonsense less an appeal in advertising. He pointed out that consumer rating agencies are not oracles, but they reflect the best judgment of technicians and consultants, and of necessity rating products involves opinions as well as scientific facts. Dr. Warne gave advertising men a number of "don't" suggestions. Among them: Don't start textbook censorship; don't fight consumer testing; don't fight the Federal Trade Commission; don't talk about freedom of the press, and don't beat the bushes for witches.

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### The "Unwanted Consumers"

In a speech that at its conclusion brought something akin to an ovation, Donald E. Montgomery, Consumers Counsel, of the Agricultural Adjustment Administration, introduced his theme with a playlet, in which he took the three roles, dramatizing the "unwanted consumers"—the 60,000,000 with incomes less than \$100 a month, which, he said, advertising has neglected for the "cream" buyers. "But half of the population will not be ignored. They will demand remedies and get them. Free enterprise must develop this frontier. Will it do it?" was the proposition and the question put to the audience by Mr. Montgomery, who also asked why advertising does not do the things its spokes-men say advertising means? "Should not business sell all the people, all the goods they need, all the time?"

He further declared that advertising is the source of free enterprise, but consumers must be guaranteed freedom of choice, and this is possible only when advertisements give facts. In the midst of obvious needs, business is now doing three things, indicated the Consumers Counsel, "watching" by setting up consumer committees; "waiting" to see what happens to the consumer movement, and "witching" -looking for radicals in the movement. Both Dr. Warne and Mr. Montgomery suggested there might be cooperation between consumers and business.

### "Regulatory Debauch"

Stanley High, author and editor, speaking as a "defender" of advertising, drove home his point that the quantitative growth of regulation of industry has developed into a "regulatory debauch" by politicians, with a trend to more and more policing with no end in sight, and the "getting" of

free enterprise as the goal. He saw a fifth column effort to gain control of advertising by those in the consumer movement who are attempting to prove our system decadent. He warned against organizations producing guinea pig books parading as part of the consumer movement, and said as long as they do, real consumer groups will be on trial. The question for consumers to decide, he declared, is whether they are being provided with "enlightenment" or fed "indoctrination."

### War on Free Enterprise

Fulton Oursler, editor of Liberty, the second of the "defenders" for advertising, wanted to know who is behind the amiable front of the consumer movement and what are their motivations. He sees the string-pullers as those who want regulation for others but not for themselves, who seek to gain control of production and distribution, with the consumer the victim of it all. Mr. Oursler declared that the present moves for regulation, which aim for control, do not constitute a fight on advertising alone. "It is a war on the free enterprise system. The fifth column of Marxism is doing devastating work," he declared.

### Immediate Work Needed

There was little doubt left in the minds of many business men attending the various consumer sessions that the field of business-consumer relations is one that needs immediate working. It was plain that there is danger of a widening chasm between seller and buyer unless something is done to clear up the misunderstandings and answer the questions, whether they are caused by agitators or honest inquiry. That business and consumers must get together on a new, a substantial, an enduring basis of cooperation for mutual progress was proved.

# ONE RADIO STATION\*

AND ONLY ONE RADIO STATION COVERS THE BINGHAMTON MARKET

"WNBF is the only station which equals or approaches the requirements in the area."

JANSKY & BAILEY

WNBF

BS BASIC SUPPLEMENTARY

Represented Nationally by JOHN BLAIR & CO.

"One of the largest cities and metropolitan areas dependent entirely for reliable radio service upon a single local station."

EDGAR H. FELIX

\*Nearest Station 60 Miles—Nearest Regional 75 Miles—Nearest Clear Channel 150 Miles

# Big Brewers Boost Share of U. S. Beer Business

HE "big six" among the nation's 600 or more brewers continued in 1939 to get an increasing share of the total volume of this country's beer business.

The industry as a whole sold 52,723,082 barrels, an increase of 2.7% from its sales volume of 51,360,340

barrels in 1938.

The six which sold more than 1,000,000 barrels each in both years—Anheuser-Busch, Schlitz, Pabst, Ruppert, Schaefer and Ballantine—expanded their combined volume in this period from about 8,982,000 to about 9,517,000 barrels, or from 17% of the total in 1938 to more than 18% in 1939.

Their rate of increase—about 6%
—was more than twice as rapid as that

of the industry.

The leading 20 brewers in sales last year did 34% of the total of the 600.

### Anheuser-Busch Still Biggest

In 1938, Anheuser-Busch, Inc., St. Louis, became the first American brewer to push its annual volume beyond the 2,000,000-barrel mark. It sales in that year were 2,088,000. In 1939, Anheuser-Busch strengthened its hold on the top position, with 2,305,000 barrels.

This was almost twice the Anheuser-Busch volume of 1,370,000 barrels in 1936. In that year this company ranked last among the four brewers then selling more than 1,000,000. Ruppert, Pabst and Schlitz, in

that order, ranked higher.

In 1937, with 1,860,000 barrels, Anheuser-Busch nosed out Pabst, with 1,800,000. Its sales leadership has not been seriously questioned since. In 1938, A-B was 403,000 barrels ahead of Pabst, again second, with 1,685,000, and in 1938 it led Schlitz by 653,000 and Pabst by 655,000.

The fight between Schlitz and Pabst, both of Milwaukee, has been closer. Pabst led by nearly 100,000 barrels in 1936 and by more than 200,000 in 1937. In 1938, however, Schlitz cut the margin to 59,000, and in 1939, Schlitz led Pabst by about 2,000—1,652,000 to 1,650,000.

Anheuser-Busch, Schlitz and Pabst are all "shipping brewers," selling and advertising throughout the country.

Although Ruppert, New York, now sells in most states, the bulk of its business continues to be done in the metropolitan area. Ruppert slipped from first in 1936 to fourth in 1937, and held this position by an increasingly narrow margin in the last two years. Its sales increased slightly, from 1,493,000 to 1,500,000 from 1936 to 1937, but declined to 1,385,000 in 1938 and 1,325,000 in 1939.

Meanwhile, both Schaefer of Brooklyn, and Ballantine, Newark, forged ahead consistently. Ballantine passed the 1,000,000-mark in 1937, and moved up to 1,163,000 in 1938 and

1,280,000 in 1939.

Schaefer's growth has been even more rapid than Ballantine's. Although Schaefer continues to sell predominantly in New York City and a 50-mile radius, Ballantine is a shipping brewer and last year, coinciding with its 100th anniversary, became a national advertiser.

Schaefer's rate of sales increase was more rapid than that of any other major brewer in the four-year period. Its volume rose from 598,000 in 1936 to 830,000 in 1937, 1,035,000 in 1338, and 1,325,000 in 1939. Schaefer took fifth place from Ballantine in 1939 and was within 20,000 barrels of Ruppert

Two St. Paul brewers, Schmidt and Hamm, continued about even for seventh and eighth places last year, with 800,000 barrels each, almost unchanged from 1938. In the two previous years, however, Schmidt dropped down from 893,000 and Hamm moved up from about 650,000. Both sell

Falstaff climbed into ninth place in



1939, with 680,000 barrels, a shade ahead of Blatz, with 679,000. Falstaff has headquarters in St. Louis and plants also in Omaha and New Orleans; sells intensively throughout the Middle West, and is reported to be "going national" soon. Blatz, Milwaukee, has long been a national distributor and advertiser. Blatz boosted its volume from 648,000 in 1938.

### Brewers Spend \$20,800,000 in Advertising Yearly

From 1933 through 1939 the brewing industry spent about \$130,000,000 in advertising, Standard Statistics Co. points out in the current issue of "Beer and Brewing in America." The study, first made by the late Dr. Warren M. Persons, is published by United Brewers Industrial Foundation.

Average annual advertising expenditure of the industry, it was said, is \$20,800,000. Of this, \$6,500,000 (31.3%) goes to daily newspapers; \$6,000,000 (28.9%) to point of sale; \$5,500,000 (26.4%) to outdoor; \$1,250,000 (6%) to radio; \$800,000 (3.8%) to magazines, and \$750,000 (3.6%) to weekly newspapers.

The industry's sales of beer in the 1933-39 period were about 320,000,000 barrels, of which draught beer accounted for about three-fifths.

Three brewers with headquarters in the New York metropolitan area—Feigenspan, Liebmann and Trommer—continued bunched in 1939, in 11th, 13th and 14th places. Feigenspan made the best gain, from 535,000 to 670,000. Liebmann rose from 582,000 to 640,000 and Trommer from 540,000 to 575,000. All sell widely along the Atlantic Seaboard.

Duquesne of Pittsburgh, which had moved up from 16th to ninth between 1937 and 1938, and from 500,000 to 650,000 barrels, was forced back to 12th last year by the rise of Falstaff, Blatz and Feigenspan, but continued to hold its volume at the 650,000-barrel

mark

With an increase of 96,000 barrels, Schmidt, Philadelphia, was 15th last year. Its total of 573,000 was slightly ahead of Minneapolis Brewing Co., 553,000. Minneapolis has expanded consistently for several years, and is a large-scale advertiser in the Mississippi Valley.

Although Miller of Milwaukee is a shipping brewer, and a national advertiser, its volume is considerably smaller than those of Busch, Schlitz,



From now on, sales and advertising executives should look for this symbol in SALES MANAGEMENT advertisements as indication of a highly favorable current income ratio in the area indicated—a practical expression of the SM "High-Spot-Cities-of-the-Month" ratings given on page 12, this issue.

JUNE 1, 1940

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Pabst, Ballantine and Blatz, and has declined steadily from 696,000 in 1936 to 543,000 in 1939.

Stroh, Detroit, was the only other brewer producing more than 500,000 barrels in 1939. Its total was 536,000, but about 50% less than the 780,000 barrels of 1936.

There were five brewers in the 500,000-400,000 group last year, led by Stegmaier, Wilkes-Barre, with 433,000. Others included were Acme of California, 420,000; Goetz, Kansas City, 405,000, and Cook of Evansville and Pittsburgh Brewing Co., about 400,000 each.

Others among the leading 30, closely bunched between 391,000 and 345,000 barrels, were Pfeiffer, Detroit; Krueger, Newark; Griesedeck, St. Louis; Rubsam & Horrmann, New York; Hudepohl, Cincinnati; Hyde Park, St. Louis, and Eichler, New York.

In 1939 there were 23 brewers in the 400,000-and-up group, as against 24 in 1938. (Hudepohl slipped from 400,000 to 365,000.) Milwaukee and New York continued to be the major beer-producing centers, each with four of the 20 leading companies.

Of the 30 leading brewers, 20 had larger sales in 1939 than in 1938 and three were virtually unchanged.

### These Men Change Posts in the World of Sales

Jesse O. Bickmore has been named advertising manager of the manufactured products and cheese division of the Borden Co., N. Y. He succeeds R. Del Dunning, who has joined the Cummer Products Co. Mr. Bickmore has been with Borden since 1934, following three years with Young & Rubicam. He was product ad manager of evaporated and condensed milk, None Such mince meat, caramels, and malted milk. Mr. Dunning has been with Borden for the last six years, three of them in the position he has just resigned.

Byron S. Phillips, former sales promotion manager for Pennzoil Co., Oil City, Pa., has been appointed ad and sales promotion manager of Pennzoil Co. of California, Los Ángeles. He started his business career in that office in 1922. Later he went to California Petroleum Corp., Texas Co., and, in 1930, he rejoined Pennzoil at Oil City.

H. A. Potsdam succeeds A. O. Samuels as president of Samson United Corp., Rochester, N. Y. He has been for the past several months executive vice-president and general manager.

John Olwyler has been elected president of Zonite Products Corp., N. Y. Prior to joining Zonite in 1927, he was with the H. K. McCann ad agency.

# ANA Opposes Special Edition and Irregular Advertising

BEFORE going into a "penetrating study" of the consumer movement and reports on evaluating and controlling major advertising media, the Association of National Advertisers holding its semi-annual meeting last fortnight at the Westchester Country Club, Rye, N. Y., adopted resolutions opposing the practice of soliciting national advertising in newspaper special editions and in irregular publications such as those of trade organizations and associations,

professional societies and political parties.

Requesting the cooperation of publishers in helping advertisers "conserve appropriations for legitimate and resultful campaigns which will prove of greater benefit in the long run alike to manufacturer and publisher," the 200 A.N.A. members assembled adopted the following statements, authorized by the association's directors:

SPECIAL EDITIONS OF NEWSPAPERS
Members of the Association of National



Progressive Farmer is your ticket of admission to the great Southern farm market. And the price is less than 1/2 \$\phi\$ per page per family.

Progre Farmer

"IN THE RURAL SOUTH, IT'S PROGRESSIVE FARM

Advertisers continue to be solicited to take advertising space in newspaper special editions published ostensibly to commemorate an anniversary or some special event but actually for the purpose of swelling the newspaper's linage figures.

It is the opinion of the members of the A.N.A. that such special editions are of little value to advertisers who are subjected to pressure for their support, and cut into appropriations intended for real selling ef-To take space in such editions means that the advertiser must disrupt his regular newspaper schedule and curtail the amount of money he might spend in legitimate newspaper advertising. Sound advertising

al

practice recognizes that a single insertion of a complimentary advertisement cannot benefit either the advertiser or, in the long run, the newspaper.

The A.N.A. further deplores the practice

of some newspapers in attempting to bring

pressure on national advertisers through local wholesale or retail outlets to take space in special editions in order to retain

the good will of the outlet. . . . National advertisers feel that newspapers are a valuable channel of communication with their market. They want to use newspaper advertising to the maximum degree commensurate with their marketing requirements and the limitations of their budgets. At the same time it must be realized that 'handouts' for special editions greatly increase management's resistance to advertising budget recommendations and constitute an unwarranted drain upon the resources of the manufacturer. .

#### IRREGULAR PUBLICATIONS

Members of the Association of National Advertisers continue to be solicited to take advertising space in publications, programs, etc., issued by trade or other organizations, associations, professional societies, political parties, and the like. The primary purpose of these media is to secure revenue to support the association, society or organization responsible for such publication.

Although solicitations for space in those publications are made under the guise of "advertising," they have little or no value as advertising media and money spent for space therein constitutes nothing more or less than an outright contribution.

Advertising is a tool of selling and to be effective an advertising campaign must be carefully prepared and conducted consistently through the use of media of proven ability. Contributions made for space in irregular publications, if charged to advertising, constitute an unwarranted drain upon the resources of national advertisers without adequate return and an economic waste and unjustifiable charge against the cost of distribution.

Last week's A.N.A. discussion of the consumer movement continued the study made by the association at its annual meeting last October when a full day was devoted to a "delineation of the movement, its leaders, its objectives and its place in the educational

Robert S. Brown, advertising manager, Bristol-Myers Co., opened the Rye discussion which he outlined as "an attempt to get at the temper and philosophy of the great mass of the consumers." Illustrations of the ways in which individual businesses meet consumer questions were given by J. P. Miller, Pet Milk Sales Corp., who outlined his company's program "to assure ourselves that our employes are happy in their relationship with us and that we and they together are facing the future with confidence," and J. G. Roemer, General Electric Co., who described the labeling program which has been adopted by G-E.

Others contributing to the discussion were Dr. Kenneth Dameron, associate professor of marketing, Ohio State University, and director of Consumer Relations in Advertising, Inc.; Dean William Russell of Teachers' College, Columbia University; and William J. Enright, advertising news editor of the New York Times.

As a part of the discussion on controlling advertising media, Ben C. Duffy, vice-president, Batten, Barton, Durstine & Osborn, reported on the Continuing Study of Newspaper Reading, sponsored by A. N. A. and the American Association of Advertising Agencies, and described practical use to which the 13 completed studies could be put. Plans were outlined by D. W. Coutlee, Merck & Co., for a survey of the medium of direct mail, following which the association heard a report on the work of the Direct Mail Research Institute by George D. Gaw. Other reports were devoted to radio, newspaper, window display and magazine advertising.

# get close enough tee their teeth!

U cannot tell the age of a horse m a distance—nor appraise a especially a fast-moving t like the South. Here is an

ach of the last two years, Southarmers derived more income livestock than from cotton. This ents a lot more than the gain in s-to-spend. It represents a vital in the diversification toward the South has been working. It ents a victory for the forwardthe Rural South the important et it is today.

word about these leaders. In ica are three million high\* inwhom live in the South and average \$2002.00 a year. Progressive Farmer is the preferred magazine among this Southern million. It guides their purchases-from machinery to lipstickbecause it is edited close to the soil, close to the interests of each member of the Southern farm family, and close to each of the well-defined agricultural divisions of this predominantly rural region.



# Sales Ability: How to Analyze It Through Personal Interviews

In the difficult job of selecting new men for the sales force, and in choosing men for promotion to higher sales jobs, much depends upon the technique used in gathering facts about a candidate's personal history and business background. This article outlines a procedure used by one large national advertiser.

The second of two articles

### BY ROBERT N. McMURRAY. Ph.D.

Executive Secretary, Psychological Corporation, Chicago

description was given of the use of production and service records, together with ratings, for the selection of men to promote to branch, area, or territory managerships. These procedures are especially valuable in making preliminary judgments concerning the fitness of possible candidates and in discovering promising material. They are not, however, entirely adequate as a basis for final decisions relative to the placement of men in responsible executive positions.

Usually more detailed and exact information about each candidate individually is necessary if he is to be placed where he is to have maximum effectiveness. For this reason, it is often desirable to supplement this material with the findings of a more intensive study of each man's personality or character; his behavior when subjected to pressure, and the nature and influence of his home environment.

Success as an executive is dependent not only upon intelligence, technical knowledge, and experience, but upon personality make-up as well. If a man is to be satisfactory as an executive, it is highly desirable that he be industrious, ambitious, loyal, self-reliant, willing to accept responsibility, and capable of dealing with and managing people, to mention only a few personality traits.

In addition, he must be capable of meeting emergencies and handling situations requiring courage, initiative,

and moral stamina. Nearly anyone, no matter how ill-qualified, can deal with routine problems. It is in periods of stress that weaknesses appear. In consequence, it is important to form some estimate of how the man will respond when put under pressure.

Likewise, a man's domestic life may be of critical importance in determining his success as an executive. An energetic, ambitious, and tactful wife can take a man of mediocre ability and build him into a leader. She can encourage him when he is depressed; provide him with constructive ideas; give him a restful and congenial home; and reinforce him in numberless ways.

On the other hand, a wife who is extravagant, a nagger, a whiner, or chronically ailing may prove an insurmountable handicap to the best of men. By keeping him constantly in debt, by breaking his morale by ceaseless criticism, and by making his home a place of unending bickering, she can so worry, distract, and frustrate her husband that he is unable to function as an executive.

These personality or character traits and the influence of a man's home environment do not lend themselves to measurement as simply, easily or exactly as intelligence or job knowledge. These can be ascertained readily from tests. There are no written psychological tests which provide more than a superficial insight into an individual's personality make-up. None are available to determine what a man will do under pressure and the influence of his domestic life on his job success.

In view of this, interview and observation techniques must be employed. Methods which make use of clinical rather than statistical procedures are most effective in dealing with personality and family relationships. Personality is a complex of many traits which may be present in varying strengths and configurations or patterns.

It is, therefore, impossible to find a single index which can express these complicated relationships. Instead, it is necessary to think of personality in terms of the configurations or patterns of the constituent traits. Of the greatest importance is the determination of the dominant traits of the individual's personality. Because it is these which govern his behavior and make possible the prediction of what he may be expected to do in given situations.

The simplest and most reliable method for obtaining an insight into the outstanding traits which compose a man's personality is to let him outline in detail and in his own words the history of his life from maturity, through school, and back to his childhood, with special attention to his business, social, family, and domestic relationships.

### Behavior Patterns Revealed

When, in addition, his behavior on the job, the treatment accorded him by his associates and friends, and his home environment are carefully observed, an excellent perspective of his life may be obtained. If then, to test the man further, he is given a difficult or unpleasant assignment and a record is made of the character of his response, i.e., whether he faced it, endeavored to shift the responsibility to someone else, or attempted to evade it, sufficient material will be available to permit a rather thorough analysis of his personality.

Almost invariably when this material is assembled, it will be found that certain traits or behavior trends will stand out. Even in those cases where the man has attempted to lie or cover up, the inevitable inconsistencies will be revealing. It will be found in almost every instance that the individual has a surprisingly limited number of responses which he makes to the situations he encounters in life and which he repeats over and over again.

For example, he may exhibit a

<sup>\* &</sup>quot;Can Aptitude Tests Guide Us in Picking Men for Promotion?"—SALES MANAGEMENT, May 15, 1940.

strong need for prestige. This leads him to live beyond his means, marry a handsome but spoiled wife, and work feverishly to win every contest he enters. These outstanding traits are the so-called vectors of personality and, being relatively fixed, not only permit predictions relative to future success, but also provide insight into much current activity which might otherwise appear incomprehensible.

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The findings with respect to the candidate's personality make-up are usually rendered more understandable after his home situation has been looked into. Often one explains the other. A weak man may find a wife who is, in all important respects, a mother to him. Or an individual who is disloyal to his employer is likely also to be equally disloyal to his wifeand vice versa-with resulting unhappiness at home. The chief value of the home interview is to round out obtained from other the picture sources, and thereby increase the reliability of the predictions made from these findings.

The determination by interview procedures of a man's personality makeup and the prediction of his probable success is far from a simple assignment. It is one which requires special skill and training on the part of the interviewer, together with special personality qualifications.

By this is not meant that the person who is to make these studies must, of necessity, be a psychologist or psychiatrist. It does mean, however, that he must be able to gain the acceptance of the men with whom he is to work; that he be adept at drawing men out, and that he be capable of ascertaining much of that which lies behind what the man tells him.

A program of this type has been in use now for nearly three years with considerable success by a national sales organization. It consists of three parts:

1. The Field Interview: A specially trained representative of the company spends from one to two days in the field with each candidate who is regarded as promising on the basis of production and service records and a rating by at least four men. In order to conceal the true purpose of the interview, the home office representative explains that he is studying sales methods and he is interested in obtaining any constructive suggestions the men may care to offer.

The interview is conducted with the

man as he works on the job and with complete informality. This is done partly because many of the men are busy and would be reluctant to spare the time; partly because much can be learned by observing the man in action among his prospects and associates (even if the man himself suspects the true purpose of the call and attempts to put on an act for the interviewer, he cannot alter the attitudes of others toward him), and partly because an interview in an office is necessarily somewhat artificial and tends to put the man on the defensive.

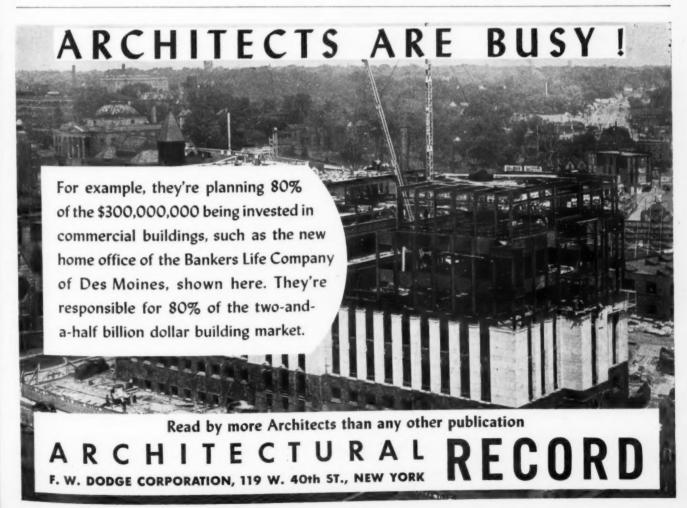
In the course of these informal talks, information is obtained specifically upon the following points:

a. His early upbringing, with particular reference to his formation of habits of industry and self-reliance, and his ability to get along with other persons.

 His schooling, with special attention to his social adjustment and evidences of leadership.

c. His work history, with emphasis on his attitudes toward his work, his associates, his superiors; the extent to which he has shown initiative, ambition, and creative imagination; and the progress which he has made in gaining increases in compensation and responsibility.

d. His social adjustment as an adult, with





"Your sales resistance is fine, Mr. Emerson—but you must buy some materials once in a while to keep the plant going!"

o his friendships, hobbies, and

reference to his friendships, hobbies, and modes of recreation; his social, religious, and political beliefs; and the extent that he is respected and a leader in his community.

e. His domestic adjustments, with special attention to his family relationships; whether or not he has established a home of his own; whether he is dependent upon his wife or others for a portion of his support; and the extent to which his wife may be expected to be a help or a hindrance to him in his work.

In the course of these interviews an effort is made to analyze the qualities which have made the man successful as a crew manager and to assess their probable value for the branch, area or territory manager's job. In other words, are they qualities which indicate executive ability or do they point toward his greater probable success as a salesman without managerial responsibilities?

2. Difficult Assignments and Frustration: The second step in the program is to subject the man to pressure. Here, for example, he may be required to make an effort to sell unusually difficult prospects. Or he may be asked to handle particularly unpleasant cus-

tomer complaints. In the course of carrying out these assignments an opportunity is provided not only to observe his response to the assignments themselves, but also in those cases where he is unable to carry them through, to see how he responds to disappointment, failure, and frustration.

3. The Home Interview: The third step (the program is not necessarily carried out in any regular order) is the conduct of a very informal interview—ostensibly a friendly call—with the man's wife and other family members in the home, preferably at the man's own invitation. Here, however, unless extreme care and tact are used by the interviewer, little of value will be obtained. If it is necessary to apply pressure or use artificial pretexts, not only will little information be obtained, but actual ill-will may be created.

In these interviews, the answers to two principal questions are sought: First, who is the dominant member of the household; the husband or some other family member? Second, are there undercurrents of hostility between the husband and other family members which might possibly interfere with the man's work?

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Final Report: At the completion of the field interviews, a report is prepared on each case for submission to the management. This consists of two parts: The first is a profile similar to a summary rating sheet which summarizes the interviewer's judgments about the man for quick and ready reference by the management.

The second part consists of a detailed report of the interviewer's findings under the main headings of: Work History, Schooling, Family Background and Early Training, and Domestic Situation. In addition, the interviewer summarizes his findings with emphasis on those features of the candidate's handling of his present work, his personality qualifications, and his home environment that appear to be important in predicting his probable success in a more responsible position.

### Guide, Not Final Answer

This program differs from those designed for use in the selection of persons to fill more routine positions in that it does not presume to give a final answer concerning the candidate's fitness. Instead, it aims to provide company executives with the maximum amount of pertinent information about the man toward the end that they can make an intelligent decision concerning his qualifications for a particular opening themselves. In most cases, the problem confronting management in filling a responsible sales executive position is not simply that of finding anyone to put in the job. They must find a man with specific qualifications to fill the requirements of a very concrete and often complicated situation.

Because management is in the best position to know what type of man is needed, it is only natural that it should make the final selection. If a man fails because he does not use his abilities to the maximum, it is his fault; but if he fails because he lacks the necessary qualifications, the responsibility lies with management.

It is obviously expensive to send a special interviewer into the field, have him spend a day or more with each candidate, and then prepare a detailed report of his findings. Yet, one illadvised selection may cost more than the expense of many interviews.

Not only may such an unwise choice be dear in terms of sales volume, company prestige, and the morale of the field organization, but it may do great damage to the man himself. The effect upon his self-confidence and selfrespect at being promoted and then demoted can easily be disastrous. The result is often the loss of a good and efficient crew manager. Admittedly, no selection procedure can eliminate all possibility of error. It can, however, reduce it appreciably.

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In the final analysis, a program of this type introduces nothing revolutionary. It represents essentially the application of the same common sense principles to the question of executive selection that business uses regularly in dealing with many problems.

Few companies would commit themselves to a major expenditure simply upon the basis of "opinion" or of rough, rule-of-thumb judgments. They would make a thorough, even costly, investigation before reaching a decision. Here the situation is closely parallel. The nature of the problem requires different methods, but the objective is identical:

Through the application of improved techniques to eliminate as many sources of inefficiency, friction, and waste as possible, and thereby increase sales, lower employe turn-over, and generally improve organization morale.

### **Advertising Campaigns**

(Continued from page 21)

now available, through special arrangements with private financial interests, for manufacturers who plan new construction or expansion in New Jersey. Write New Jersey Council."

These five states are by no means the only ones exhorting tourists and business to "come *here.*" Practically all the others are doing the same with more or less lung-power. Perhaps the moral is: See America First.

### Three Horsemen

Standard Brands has begun an extensive campaign for its Fleischmann's yeast. No less than 161 trade journals—grocery, bakery, etc.—Good Housekeeping, Life, S. E. P., Woman's Home Companion, McCall's, This Week, The American Weekly are carrying pictures and descriptions of "the Three Horsemen." They are common ailments—sluggish digestion, incomplete elimination, jumpy nerves—which F's yeast tosses from the saddle. A secondary theme, "Grade B Health," is also featured.

Both themes get additional plugs on Standard Brands' radio show "I Love a Mystery." This is on 53 NBC Red network stations.

Two booklets are being offered to

consumers. One, "You Can't Feel Well If Digestive Juices Are Failing," is free. T'other, titled "Get in the Swim," contains 12 swimming lessons by Johnny Weissmuller and Eleanor Holm, and is given for ten cents and six Fleischmann's yeast labels. The latter offer will appear in comic sections of 33 newspapers, c-to-c, during June, July and August, and on the "I Love a Mystery" program.

J. Walter Thompson, N. Y., is handling the account.

### Biggest Norge

Norge division of Borg-Warner Corp., Detroit, will shortly unleash the greatest advertising effort of its career for the Norge Rollator electric refrigerator. Seiler, Wolfe & Associates, same city, is agency.

"Dominating" space will be taken in newspapers of 164 cities throughout the country, in addition to full-color pages in metropolitan supplements and space in some 2,900 country and small town papers.

Says James A. Sterling, general merchandising manager, "Norge had predicated its 1940 production upon expectations of a fairly normal sales year with a modest domestic increase probably compensating for a drop in export sales. Instead we met surprising increases in both foreign and domestic demand."

# The Fort Worth Star-Telegram BLANKETS a

### **450 Million Dollar Market**

- Retail sales in the North and West Texas counties reached by The Fort Worth Star-Telegram totaled \$455,520,000 in 1939, a gain of \$17,-510,000 over 1938. (Sales Management 1940 Survey of Buying Power).
- ★ This prosperous North and West Texas market with 90.7% white families produces 16% of the Nation's cotton, 25% of its oil, 40% of its wool and mohair and 45% of its grain sorghums. This land of opportunity is aptly called "the raw materials capital of the world."
- ★ Its busy towns and cities are conceded to be among the cleanest and most progressive in the entire United States.

To Reach Fort Worth, North and West Texas, Use The

## FORT WORTH STAR-TELEGRAM

MORNING ★ EVENING ★ SUNDAY

AMON G. CARTER, Publisher

Bush Jones, Nat'l Adv. Mgr.

174,589 Daily - 132,288 Sunday

LARGEST CIRCULATION IN TEXAS

# "Wow-what a flock of them!"



EVERYONE is aware that there are an awful lot of stars spangling the skies.

But to make a man's eyes really pop—just give him a look through a telescope which reveals the myriads of stars there are beyond range of the naked eye.

Scientific method has a way of opening eyes in many fields. LIFE's Continuing Study of Magazine Audiences, for instance, has opened plenty . . . by revealing for the first time the *true total number* of people who each week get

inside of America's four largest weekly magazines—Collier's, Liberty, LIFE, and the Saturday Evening Post.

### Number is a Big Surprise— Value, Bigger

Everyone had realized that there were a lot more readers than buyers of these magazines. But what whacking big news for the business world it was to learn from the Study:

- That the audience reached each week by the four largest week lies actually totals 41,700,000 different people—by LIFE alone, 19,900,000;
- That 87.9% of the four largest weeklies' audience (and 91.1% of LIFE's) is in those economic groups which constitute the nation's active, effective purchasers;
- That, all in all, in this huge weekly audience is found a major part of the entire market for advertised goods!

Thus, the true total influence of the four largest weeklies is at last clearly understood! By thoughtful examination of the Study, that influence now can be accurately assayed in practical, workable terms. A truly remarkable and stimulating contribution to advertising knowledge!

### A Storehouse of Significant Information

The Study's facts are numerous—its implications innumerable. If you haven't yet found the time to dig out some of them, we are certain you will find it to your advantage to explore your copy of the Study for twenty minutes or half an hour. You soon will see how it can help to make more effective and economical disposition of advertising dollars. You quickly will realize how it can help to make your advertising a still more efficient instrument of distribution.

In addition, by skilful interpretation of the Study's revelations, you can uncover a wealth of supplementary values. New and ingenious devices to employ in advertising, sales convention work, merchandising, selling, dealer promotion.

For complete Study figures simply write or telephone LIFE (CIrcle 5-4400) Time & Life Building — Rockefeller Plaza — New York City.

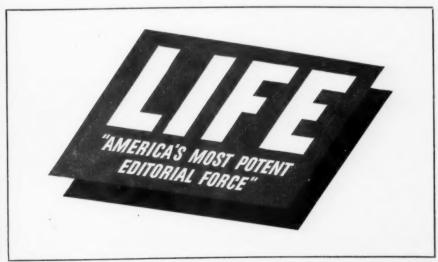
### From the Latest Report

Scientifically established and analyzed by the most successful modern research methods, figures of the Continuing Study show accurately to how great an extent the *audience* of the four largest weeklymagazines exceeds the number who *buy* them. Latest findings, for instance...

Magazine	Circulation*		Audience
COLLIER'S	2,776,621		15,800,000
LIBERTY	2,501,905		14,000,000
LIFE	2,504,681		19,900,000
SATEVEPOST .	3,129,168		13,200,000

\*ABC Statement-6 Months Ending Dec., 1939, net paid excluding bulk.







### Voice of Kansas

Burning the candle at both ends is nothing new to the management of a radio station. Two jobs must be done well: Present a schedule of programs to which people in its area will listen, and then impress advertisers with its ability to reach those people consistently and effectively.

WIBW, Topeka, has earned its sobriquet of "The Voice of Kansas" by doing both jobs. Being the voice of Kansas has meant appealing to a population whose livelihood is basically agricultural

livelihood is basically agricultural.

In "The Kansas Radio Audience of 1939," latest edition of the annual radio survey study by H. B. Summers, professor of public speaking at Kansas State College, WIBW carries a 63.6% rating on station preferences for the entire state, all types of listeners. Next highest station carries 61.3%. Station preference on the farm is 81.2% WIBW for the entire state, high by long odds; 61.6 for the village (second by 1.4) and 47.9 for urban (second by 16).

#### Kansans Prefer News Programs

News is far and away the most important program preference of listeners in Kansas, Professor Summers' study shows. For women on the farm it runs 76.2, men 79.5; village, 75.6 and 76.8; and urban, 63.5 and 68.8. While WIBW's news broadcasts are not as frequent as some of the neighboring stations, they do carry a certain punch and appeal that keep Kansas radio listeners tuned to WIBW news periods from the first at 5:45 a.m. to the last at 10:00 p.m. There is a definite personality behind each WIBW news broadcast. One of the best-known news periods in the Middle-West is the "H. D. Lee Noon News" with E. H. Curtis, long a favorite announcer and news-caster in the farm belt. Another favorite is Joe Nickell, who broadcasts the 10:00 p.m. news (sponsored) seven days a week. Nickell has a style all his own, is former city editor of the Topeka Daily Capital, and is now a prominent attorney in Topeka and a member of the state legislature. Instead of an announcer simply reading the wire reports, WIBW's news broadcasts are definitely personalized, with state and local news reports interpolated with the aid of the Capper Publications, Inc.
For women on the farm, serial drama is

For women on the farm, serial drama is the next most popular program, 51.3%; followed by old time music, 49.6; audience participation, 43.2; comedians, 42; religious music, 41.4; and popular music, 36.8. For the men on the farm the preferences run thus: News, oldtime music, 54; comedians, 48.7; audience participation, 40; popular music, 29.2; serial drama, 28.9, and religious music, 28.4.

WIBW, again reflecting its own analysis of its market, as well as Prof. Summers', builds its programs to appeal to the largest number of people within its listening area; a sprinkling of serial dramas, news

and markets, and musical and variety programs that have mass appeal. WIBW's daytime programs lean to the homespun side, with the right proportion of hoedowns, cowboy's laments and old-time polkas, combined with old popular and favorite ballads.

WIBW announcers are mostly radio men with a background of farm experience. They know a farmer's likes and dislikes. They know they can't talk "down" to the farmer, but they know they can talk straight-from-the-shoulder, in a friendly, chatty way. There is no flowery language used in describing entertainer, music or product. Down-to-earth neighborliness is the thing with WIBW's day-time, locally produced programs.

Effectiveness of WIBW's appeal to the farm trade is illustrated by a story about screwdrivers. For one advertiser the station was called upon to offer a screwdriver upon request. The result was 13,772 requests from two 15-minute programs at 6:45 a.m. In return, the advertiser (who had to wire cancellation of the offer) got information on the make of tractor the farmer was using, name and address. Many of those asking for the screwdriver also asked the price of the client's product which, of course, provided an excellent opening for a sales approach.

One of the most progressive stations in the Middle-West in furnishing market information to advertisers, WIBW has brought to them each year for three years Professor Summers' radio survey to give advertisers a comprehensive picture of what it takes to sell the Kansas audience.

### Sales Aid for Advertisers

Its work with and for advertisers is of two sorts, one for national concerns, the other for local dealers. Research experts of the Capper Publications, Inc., are constantly sounding out trends in the agricultural market (grains, livestock, etc.). Crop forecasts and industrial development are watched and checked regularly. This information is furnished advertisers and their agencies by WIBW's research department. For any advertiser it will take a dealer list, send out merchandising letters asking for cooperation of dealers with the advertising, broadcast names of dealers in connection with the broadcast and let them know by card when this is being done so that individual dealers can take advantage of the "plug."

On nationally advertised products where there isn't a dealer list (some drugs, for instance), it sends the same sort of merchandising letter to a general list of dealers, thus helping sell non-customers as well as customers. WIBW merchandising representatives make personal calls on local retailers, among other things to place posters made available by the advertiser, set up window displays, etc., thereby adding a personal touch to the advertising program.

The station in Topeka has been particularly resourceful in getting across vital selling points to executives of firms selling nationally advertised products and to their agency men. A test tube attached to a mailing piece pointed out the efficacy of WIBW as a good test station. A small net attached to a mailing piece made the point that it is net profit that counts. A genuine (though small) plum pudding at Christmas time illustrated "the proof of the pudding is in the eating" and gave figures to prove it.

For the local advertiser WIBW has called attention to its advertising services in unusual ways: A half dozen mailing pieces—blue chips (blue chip sales); cob pipe (put this information in your pipe and smoke it); shoe leather (if you have a sales problem as tough as shoe leather); bat (let WIBW go to bat for you); dice (you take no chances with WIBW).

(you take no chances with WIBW).
On the roster of WIBW advertisers appear such names as H. D. Lee Mercantile Co.; Allis-Chalmers; International Harvester; Purina Mills; Procter and Gamble; Lever Brothers; Dr. Caldwell Syrup of Pepsin; Interstate Nurseries; Franklin Ice Cream.

WIBW is a member of a family that has been serving Kansas and the nation for many years, Capper Publications, Inc. Other members of this family include Senator Arthur Capper's Topeka Daily Capital, Household Magazine, Capper's Weekly, Kansas Farmer, Missouri Ruralist, Capper's Farmer, Michigan Farmer, Pennsylvania Farmer, Ohio Farmer.

### FM Goes "Commercial"

The Federal Communications Commission announces that frequency modulation "staticless" radio, now "highly developed," is "ready to move forward on a broad scale and on a full commercial basis."

The 130 or more stations which have applied for FM licenses on an experimental basis are expected to re-enter their applications on the new commercial basis as soon as the FCC has adopted regulations governing this new medium. Regulations are expected in a few days. The 22 FM stations now either on the air or authorized to construct stations also would re-apply.

FM, invented by Major Edwin H. Armstrong, who operates W2XMN, Alpine, N. J., has been projected largely by FM Broadcasters, Inc., a non-profit organization of leading FM stations, headed by John Shepard 3rd of the Yankee Network. This organization is establishing offices in New York. Dick Dorrance, from WOR, has been named promotion director. John V. L. Hogan, WQXR, New York, is vice-president.

Although FM rapidly is going national, its operations and coverage are expected to be concentrated primarily in larger cities. FCC believes regular program service should begin on a broad 200-kilocycle band basis. FM, it is pointed out, can operate on the same channel with less distance between stations, than is possible in standard broadcasts. Forty channels will be available—five of them for "educational" stations.

Its commercial debut was anticipated with a presentation before the convention of American Association of Advertising Agencies in New York May 16. A special broadcast from Yonkers, N. Y., was relayed to the Waldorf-Astoria from Alpine.

Manufacturers now making FM receiving sets are General Electric, Radio Engi-



At right, looking down at a standard combination FM receiver, is Major Edwin H. Armstrong, inventor of the new system. Tuning the receiver is John Shepard, 3rd, president of FM Broadcasters, Inc., and head of the Yankee Network. The men in the background are (at extreme left) Paul A. DeMars, chief engineer of the Yankee Network, and (leaning on the receiver) J. R. Poppele, chief engineer of Station WOR.

Makers of FM transmitters are G-E,

It is not expected that FM will supplant

Stromberg-Carlson has just launched a

Radio Engineering Laboratories and West-

ern Elecric. RCA is expected to start mak-

for some time present broadcast stations nor

national magazine campaign for FM re-

ing such equipment soon.

ceivers.

make obsolete radio receivers.

neering Laboratories, Scott and Stromberg-Carlson. Others which will make them include Farnsworth, the Hallicrafters, Chicago; the National Co., Malden, Mass.; Pilot, Stewart-Warner and Zenith.

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### Frequency Modulation Stations as of May 15, 1940

(Either operating under experimental licenses or hold construction permits.)

WIXK....Westinghouse Electric & Mfg. Co., Hull, Mass. W1XOJ...The Yankee Network, Inc., Pax-

ton, Mass.

W1XPW..WDRC, Inc., Meriden, Conn. W1XSN...Westinghouse Electric & Mfg

Co., East Springfield, Mass. W1XSO...Travelers Broadcasting Service

Corp., Avon, Conn.

W1XTG Worcester Telegram Pub. Co., Inc., Holden, Mass.

W2XAG. Carman R. Runyon, Jr., Yon-kers, N. Y.

W2XDA. General Electric Co., Schenectady, N. Y.

W2XMN .. Edwin H. Armstrong, Alpine, N. J.

W2XOR. Bamberger Broadcasting Service, Carteret, N. J. (WOR) W2XOY. General Electric Co., Albany,

N. Y. W2XQR. John V. L. Hogan, New York

City (WQXR)
W2XWG. National Broadcasting Co., New York City

W3XMC. McNary & Chambers, Bethesda, Md.

W3XO... Jansky & Bailey, Georgetown (Washington, D. C.) W8XAD. WHEC, Inc., Rochester, N. Y. W8XFM. The Crosley Corp., Cincinnati,

Ohio

W8XVB. Stromberg-Carlson Tel. Mfg. Co., Rochester, N. Y.

W8XVH. WBNS, Inc., Columbus, Ohio W9XAO. The Journal Co., Wilwaukee. Wis.

W9XEN. Zenith Radio Corp., Chicago, 111

W9XYH. Head of the Lakes Broadcasting Co., Superior, Wis. (WEBC)

### Newspaper News

Gains in automotive, general and classified, more than offsetting combined losses in retail and financial, lifted total newspaper advertising 0.7% in April, from April, 1939, said Media Records. Automotive was up 23.8% in the first four months; retail gained 1.4; general, 2.9, and classified, 1.9. Financial declined 1.2 in this period. Lumping general and automotive, the Bu-reau of Advertising shows that "national advertising" in these cities was up 8.4% in the first quarter. Grocery products, liquor, gasoline and oil participated in these gains to some extent.

Speakers at the annual meeting of the Newspaper Advertising Executives Association at Chicago June 23-27 will include Harry G. Moock, Plymouth division of Chrysler Corp.; J. C. McGrath, W. T. Grant Co.; Bernard Ridder, St. Paul Pioneer-Press; Don Patterson, Scripps-Howard Newspapers; Dr. Kenneth Dameron, director of the Committee on Consumer Relations in Advertision. tions in Advertising; S. E. Thomason, Chicago Times; John Hoagland, Louisville Courier-Journal and Times; L. E. Keene,

### How'll business be in Minneapolis next month? See Page 67



### MIAMI IS A MORNING PAPER CITY

During 1939, Media Records show The Miami Herald carried 2641 different display accounts. Out of 1594 retail accounts, 703 (nearly half) used no other newspaper. And during the same period, out of 1047 general display accounts, 526 (slightly over half) used the Herald exclusively in Miami.

## The Miami Herald

National Rep.: Story, Brooks & Finley; Southern Rep.: Garner & Grant, Atlanta

THE REPALO'S SUMMER CIRCULATION TOPS THE WINTER CIRCULATION OF MIAMI'S SECOND PAPER

Kalamazoo Gazette; D. A. Lundgren, Clinstate Journal; J. I. Meyerson, Oklahoma City Oklahoman; P. R. Pettit, Memphis Commercial Appeal; Aubreay F. Murray, New Orleans Times-Picayune; Roger Reynolds, Indianapolis News; Wilder Breckenridge, Bureau of Advertising, and Oscar J. Curley, Dubuque Telegraph-Herald.

. . The Tampa Times introduces discounts for volume and frequency.

The New York Times promotes the fact that it and its members have won 12 Pulitzer prizes. The first, in 1918, went to the *Times* itself for its news coverage of the First World War. The latest, last

### 10,000 **NEW CUSTOMERS** IN TWO WEEKS!



FULL SIZE • 416 Pages • Only 10c Self-Liquidating Premium

It's an amazingly big, complete Dictionary — yet it costs only 10c! No wonder it created 10,000 new customers for a single user in just two weeks! Defines 22,000 words . . . bound in flexible Lexide . . . 32 pages of fullcolor maps . . . many valuable supplements. A post card to our Dept. S-6 brings you a sample and complete details.

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Address

month, went to Otto D. Tolischus for articles from Berlin on the "economic and idealogical background of war-engaged Ger-

Edwin S. Friendly, business manager, New York Sun, is reappointed chairman of the committee in charge of the Bureau of Advertising, American Newspaper Publishers Association. Harry C. Griffith, of Bryant, Griffith & Brunson, as president of the Newspaper Representatives Association of New York, automatically succeeds Harry D. Reynolds, of Reynolds-Fitzgerald, on the committee. There were no other changes.

Speakers before the convention of the National Editorial Association, in New York June 17-21, will include Colby M. Chester, John Benson, Philip L. Thomson, H. H. Kynett, and Paul B. West. The association, composed of weekly and small daily papers, is headed by Howard Palmer, Greenwich, Conn., Press.

The Los Angeles News announces in a new promotional campaign that its April net paid circulation passed the 200,000-

. . .

Sixty-two campaigns by advertisers in a total of 16 classifications are covered in the 1940 edition of "The Blue Book," issued by the promotion and research department of the Bureau of Advertising. Manufacturers, banks, utilities, transport systems and publishers report their success with newspaper advertising. The book is a companion to "It Sells," recently issued by the bureau to cover retail advertising.

The New York Sun has issued the 17th annual edition of "Valuable Data on New York, the World's Greatest Market.'

. .

### 180 PM Staff Members

Come war and whatever, PM, edited by Ralph Ingersoll, will make its debut as the newest New York City daily June 16. Mr. Ingersoll announced last fortnight 180 staff members who are now busy perfecting the technic of their new jobs. Some of them, on the business side, are William Baumrucker, Jr., business and production manager; Robert L. Bliss, assistant to the publisher and promotion manager; Harry Feldman, circulation manager.

No advertising manager has been announced, for the reason that PM will carry no advertising.

### War Boosts Circulations

In the first week of "total war," street sales of individual newspapers rose as much as 94%, the Associated Press finds in a survey of member papers. The average increase however crease, however, was about 13%.
Eight New York City dailies had a com-

bined estimated increase of 440,000; three Chicago papers, of 160,000; nine Boston papers, 80,000; two Detroit papers, 85,000.

### Radio News

Both CBS and NBC boast of their awards in the sixth annual survey of the Women's National Radio Commitee. . NBC points out that "28 NBC programs were specifically commended, as opposed to 18 for all other networks." . . . CBS says "14 CBS programs won 15 awards."

Sherman D. Gregory, formerly general manager of KDKA, Pittsburgh, has been named manager of NBC's owned and operated stations, with headquarters in New York. Westinghouse Radio Stations, Inc., on July 1, will take charge of operation of KDKA; KYW, Philadelphia; WBZ, Boston; WBZA, Springfield, Mass.; WOWO and WGL, Fort Wayne, Ind., as well as the Westinghouse shortwave stations WPIT, Pittsburgh, and WBOS, Boston.





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S. D. Gregory

L. B. Wailes

Headquarters of the Westinghouse stations will be in the new KYW building, Philadelphia. Lee B. Wailes, formerly manager of NBC owned and operated stations, becomes manager of the Westinghouse stations, and Griffith B. Thompson, in addition to being sales manager of KYW, will be general sales manager for all of them.

Renewals totaled 79% of the business of WOR, Newark, in 1940's first 18 weeks. WOR recently gained \$99,602.92 in new business in a four-week drive. . . This station has forsaken its customary whimsy, in a new promotion campaign, asserting its importance among the 50,000-watters in the New York metropolitan area.

CBS is doing a job for all media, and for advertisers, in its current campaign to stimulate Summer advertising. Two of the ads in this series were headed, "July Is Bigger Than Texas," and "Where Was Your Sales-Curve . . . on the Night of August 12th?"

KROD, El Paso, joins CBS June 1, bringing the network's total to 119 stations in 118 cities. KROD is a newly-authorized station, owned by the El Paso Herald-Post Times.

Spot and local sales revenue of the 15 stations programmed by NBC rose 36% in April, from April, 1939, to \$529,116. ... WAPO, Chattanooga, NBC affiliate, appoints Headley-Reed Co. national advertising representative. . . . To catch the flow of Philadelphia's metropolitan population to South New Jersey resorts this Summer, WSNJ, Bridgeton, N. J., has been hooked up with WFIL, Philadelphia, in the Quaker Network. . . Roger E. Vernon has been named New York and eastern representative for KMPC, Los Angeles, CBS affiliate. A. K. Bucholz, Chicago, is middle-western rep. . . . William O. Tilenius has become assistant manager of NBC's national spot and local sales department.

WSAR, Fall River, Mass., is acquired by the Fall River Herald News. . . . Charles Sawyer, vice-president and general counsel of Crosley Corp., Cincinnati, is expected to assume control of WING, Dayton, June 1.

### Magazine News

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Magazines in April continued to gain slightly, as a whole, with the weeklies showing up better than the monthlies and the women's. . . . But certain individual monthly and women's books are making more rapid progress. . . . For instance, More rapid progress. For instance, You, devoted to beauty, gained 33% in advertising in the first half of this year, and each of American Home's first six issues this year was larger than the same issue of 1939. . . . Display advertising in Parents' Magazine in the first half was up 19%.

House Beautiful, reporting record advertising and net paid circulation, announces several appointments. Thomas L. Masson is advanced from advertising manager to director of all sales and merchandising. Frederic B. Cortis, former manager at Detroit, becomes manager of the newly-opened Cleveland office. Detroit, and Michigan, are now handled from the Chicago office, under Lee E. Walker, western manager. Robert S. Rabbitt, New York, becomes sales promotion manager.

The Saturday Evening Post, in its newspaper campaign through Batten, Barton, Durstine & Osborn, introduces the theme, "America Between Two Covers."

American Magazine brought its contents to life at its sixth annual editorial luncheon a New York's Waldorf-Astoria May 22.

Katherine Johnson has been named editor of Fashion, New York, to be published by George Delacorte, Jr., starting in September. . . Yankee Magazine and the Old Farmer's Almanac, Dublin, N. H., have opened New York offices at 350 Madison Avenue, with Charles S. Holbrook as manager. . . . Earl W. Scrogum, formerly advertising director of Hunting & Fishing and National Sportsman, has become advertising director of Outdoorsman, Columbus, Ohio. Roderick Butterworth, from M. L. Annenberg Publications, becomes supervising art director of Macfadden Publications.

oe Bonomo Publications, New York, will introduce Healthkeeping June 14. Executives include John F. Sloan, advertising manager; Robert B. Abbott, circulation manager; Lamont Ferguson, promotion manager; William Slater, publicity director.

. . .

Feature Publications, Inc., New York, introduce Boom Comics. . . . Fawcett Screen Unit starts a campaign in women's fashion books through Norman D. Waters & Associates. . . . Family Circle releases a sound-slide film on "New Profits from Copy-

### **Business Paper News**

J. E. Short, University of Wisconsin, has been awarded first prize, \$50, in an essay contest sponsored by the Associated Business Papers on the subject, "How Business Papers Energize Business." Second prize, \$25, went to Donald R. Miller, and thira, \$15, to Lois Roy, both of the University of Wisconsin. Walter Painter is chairman of the ABP educational committee.

. . . The Iron Age has modernized its format and appearance as of its May 23 issuelarger trim size, new typography by Hey-worth Campbell, and new arrangement of content to put all news stories in one section-for the benefit, says President and Editor J. H. Van Deventer, of the reader to save reading time and make the magazine even more useful.

Film Daily, New York, inroduces a "modern" make-up. . . . Municipal Sanita-tion, published by Case-Shepperd-Mann, New York, becomes Sewage Works Engineering and Municipal Sanitation... Traf-fic World and Earth Mover and Road Builder, Chicago, appoint Holmes & Stephenson, New York, eastern representa-

Electrical Manufacturing, New York, opens its sixth annual product design contest. Cash awards totaling \$1,000 will be

given for designs for electrically-operated of Hotel World Review

How much of an increase should you get in Pittsburgh this June?

See Page 69

# Memphis!!



### -THE 6th RANKING MARKET CITY IN THE NATION

laccording to SALES MANAGEMENT SURVEY

EMPHIS, with a ratio of 117, ranks 6th among all cities of the nation, according to this month's Sales Management HIGH SPOT survey. Even better, it is actually 2nd, for only Minneapolis ranks ahead of Memphis in cities of equal or greater population.

This bears out what we already

knew . . . that the Memphis market, with retail sales of \$317,295,-000 . . . with 1,132 industrial plants paying 46,000 wage earners more than \$32,000,000.00 is a potent force for sales.

And WMC, the pioneer radio station of this market, covers 399,540 radio homes. Here is certainly a "high spot" for your radio "spot" campaign.

5,000 WATTS DAY 1,000 WATTS NIGHT

NBC RED NETWORK

Owned and Operated by

### COMMERCIAL APPEAL

"The South's Greatest Newspaper"

National Representative:

THE BRANHAM CO.

MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC - MEMPHIS KARK - LITTLE ROCK KWKH-KTBS - SHREVEPORT WSMB - NEW ORLEANS



### **Country Cousins**

In the Spring the fancy of many a Manhattanite seriously turns to thoughts of the country, of boscy dells and rambling hills and peace and quiet among the lowing herds and the apple orchards. When that happened to the Tuthill Advertising Agency last Spring, after 35 years of doing a per-sonal service agency business in the heart of Manhattan, the agency took stock of its belongings, its personnel and its clients and concluded that everybody would be better off if the Tuthill crew moved to the coun-By the end of June the agency was settled in its rustic retreat, a remodeled 100-year-old barn with vines trailing over the doorway and petunias peeking up from the flower beds, 53 miles from midtown New York, near Chester, N. Y

"And everybody is better off," reports L. W. C. Tuthill, head of the agency. "We are now working in an atmosphere conducive to less hurried thinking and more considerate action. There is less lost motion, less backing up and starting all over again about our work, because out here in the country we have to do things right the first time we do them. There's no time to make numerous trips to the city to straighten out mistakes, and we all know that long distance calls cost money. On the whole, since we moved to the work shop our operating expenses have been cut down, the staff works less overtime and our business has increased."

Mr. Tuthill had the move in mind several years before he made it, and occasionally he would take stock of the hustle and bustle going on in the New York office -for the sake of comparison in case he ever did move to the country. He found out, for instance, that the office telephone rang on an average of every minute and a half, and that "a large proportion of the calls were of no value." The office force had a "telephone complex," too. As for visitors, an average of 22 a day called at the agency, "and of these," Mr. Tuthill the agency, "and of these," Mr. Tuthill said, "I could see about five. On an average, only one of the five had real business to transact, and often I found myself shortchanging that one because I had given so

much time to the previous four.
"In the country," he continued, "it's the reverse of that picture. We average about ten long-distance calls, to and from the office, a day, and every one of them is worth while because it's human nature not to spend money on a long-distance call unless it's important. Now we have an average of one visitor a day from the city or elsewhere, and when a man travels 50 miles or more you can be sure he isn't dropping by to pass the time of day. phone bills are about one-fifth of what they used to be, and rent—well, our rent is the interest on remodelling the old barn." The barn belonged to Mr. Tuthill in the first

The fresh country air and the view of the mountains from the workshop's many casement windows have not yet had a dis-turbing effect on the working of the Tuthill staff of five, Mr. Tuthill said. They observe the same hours as in the city (nine to five), except that each afternoon around four o'clock they take 15 minutes off for tea, gathering around the "conference" table, discussing the business and the latest campaigns being created by the agency, and entertaining visitors if there are any around. Mr. Tuthill believes that this afternoon intermission has three advantages: It relieves the tension of the last hour of the day and is conducive to more alert work; it creates a friendly feeling among the staff, and it gives them an opportunity to know what's going on around the agency.

Before making the move Mr. Tuthill dis-

cussed the plan with his clients to find out feel that being served by an agency would feel that being served by an agency "away from things" would be a handicap. None did. The 12 remained with the agency, and, Mr. Tuthill believes, the move has been directly responsible for the securing of three new accounts. "Two desirable ac-counts," he said, "heard of our move, and unsolicited, sought us out the first month we were in Chester. Another came to us from Philadelphia-a company that had not advertised in ten years."

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The Tuthill agency is a small, personal service agency with moderate-sized accounts which are handled through direct personal supervision by Mr. Tuthill. He has always done business that way, spending much of his time en route to see one out-of-town client or another because he found it difficult to get clients to come to New York. Since the move to the country he has found from New York, plus the fact that it's not as difficult to get a client up to the country for a day. "We have more time to give for a day. "We have more time to give them and they take more time to go into things thoroughly with us," he said, "and we both profit."

The average age of a Tuthill client is ten years. Burnham Boiler Corp., Irvington, J., and Lord Burnham Co., makers of residence heating equipment, however, have both been with the agency for 25 years; Wayside Gardens Co., Mentor, Ohio, nurseries, for 17 years. Other accounts handled by the agency are: Taco Heaters, Inc., New York; Bowman Beach Corp., real estate development of Blooming Grove, N. J.; F&F Nurseries, Springfield, N. J.; Erkins Studios, New York, makers of garden or-naments; Locher & Co., brickmakers, Glascow, Va.; Orange & Rockland Electric Co., Monroe, N. Y., and Union Rubber & As-bestos Co., Trenton, N. J., makers of Best Test rubber cement.

Production difficulties, which were the main argument against the move to the hills of New York State, have been ironed out so that the Chester agency functions with the same speed as did the New York office.

A daily messenger goes back and forth to New York to deliver and pick up cuts and art work, and Mr. Tuthill spends one day a week in town, making contacts with people who can't come to the country for an appointment and "generally keeping the hay out of my hair." The agency has had hay out of my hair." The agency has had little more trouble with cuts and copy than when it was around the corner from the electrotyper and the printer, Mr. Tut-hill said. "We get cuts and copy back the day after they were sent into town, and



Three carpenters and a gardener set to work on the 100-year old barn in the hills of Orange County, N. Y., and turned it into an agency workshop with a "mouse trap trail" leading to the doorway.



Numerous casement windows, beamed ceiling and the original wide board floor take well to desks and typewriters and drawing boards. Here the Tuthill staff works in the "cool of calm collection."

they're usually done correctly the first time because the printer and the electrotyper know how valuable our time is and how any delay to make corrections might upset the works.

"Of course you are too young to remember E. P. Roe's book, 'Driven Back to Eden,' "Mr. Tuthill told SM. "But I do. Not that I ever believed in reaching that Eden, but for the last ten years I've had a feeling that there might be a separate kind of Eden prepared especially for advertising

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agency folks, and maybe this is it.
"We are not seeking something different, something smart or clever. We wanted common sense putting its strong shoulder to the sales wheel. We wanted to know people first hand and not so much by way of elaborate surveys and costly investigations. Furthermore, being a modest size agency believing in craftsmanship more than in volume and believing that copy is the thing even more important than high-priced art work-we believed our work could better be done away from the heat of the battle.'

### Hobler Named Chairman of Four A's

The American Association of Advertising Agencies, meeting in New York for its twenty-third annual convention May 16-17, elected Atherton W. Hobler, president of Benton & Bowles, Inc., New York, as chairman of the board. Mr. Hobler, who has been in the advertising business for



AAAA Chairman Hobler

nearly 30 years and a partner in Benton & Bowles since 1932, succeeds Allen L. Billingsley, president of Fuller & Smith & Ross, Cleveland.

Four A's re-elected John Benson as president of the Association for four years, and E. DeWitt Hill, vice-president of McCann-Erickson, New York, as treasurer. Guy C. Smith, executive vice-president of Brooke, Smith & French, Detroit, was named vice-president; and David M. Botsford, president of Botsford, Constantine & Gardner, San Francisco, secretary.

The following board members representing regional councils were named for one year terms: New York Council, F. B. Ryan, vice-president of Ruthrauff & Ryan, New York; New England, Harold Cabot, president of Harold Cabot & Co., Boston; Atlantic, M. E. Goldman, partner of Aitkin-Kynett, Philadelphia; Central, Arthur E. Tatum, vice-president of Young & Rubicam, Chicago; Pacific, W. H. Horsley, president of Pacific National Advertising Agency, Seattle

Where is the greatest im-provement in business— Charlotte or Durham? See Page 73

### Agency Notes

Batten, Barton, Durstine & Osborn has opened a San Francisco branch office under the management of R. L. Hurst, until recently associated with the Minneapolis

branch of the agency.

Roy S. Durstine, Inc., New York, has opened an office in Cincinnati. The staff includes the following: H. G. Little, former vice-president of Lord & Thomas, manager; W. B. G. Kirk, formerly with Benton & Bowles, art director; James Smythe, formerly with Newsweek, head of the creative department; and Miss Dorothy Aring, office manager.

### Personnel Changes

Granville E. Toogood, associate copy director of the Philadelphia office of N. W. Ayer & Son, has been made chairman of the Ayer copy board. Mr. Toogood has been associated with the agency since 1925.

George MacGregor has resigned from the New York office of Ruthrauff & Ryan, New York, to join the executive staff of Compton

Advertising, same city.

The appointment of H. Malcolm Stuart to handle the DeSoto cooperative advertising in the Detroit office of J. Stirling Getchell has been announced by the agency. Mr. Stuart was until recently associated with the outdoor advertising firm of Standish-Barnes Co., Providence, R. I., and before that time director of the outdoor department of Campbell-Ewald, Detroit.

### Account Appointments

To: Arthur Kudner, N. Y., Schick Dry Shaver, Inc., Stamford, Conn. . . . . Buchanan & Co., N. Y., Emerson Radio and Phonograph Corp., that city. . . . Biow Co., N. Y., American Trucking Associations, Inc., Washington. . . . Kenyon & Eckhardt, N. Y., Manning, Bowman & Co., Meriden, Conn., to handle the adver-tising for its electrical appliances, gift wares and vacuum cleaner equipment.

To: Raymond Levy Organization, N. Y., Para Manufacturing Co., manufacturers of Para shower curtains, and Lincoln Fabrics, Inc. . . . Donahue & Coe, N. Y., Tomlinson of High Point, furniture makers of High Point, N. C.

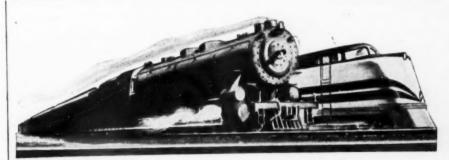
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by Herman C. Nolen and Harold H. Maynard

A BRAND-NEW, practical book that brings you a comprehensive, incisive analysis of the new kind of sales management being developed in the most up-to-date, successful organizations. Suggests and discusses effective new methods that will help you in your similar problems—building sound policies; determining number of salesmen one supervisor can handle; how salesmen one supervisor can handle; how salesmen one supervisor can handle; how to get specific, not average, selling costs; how to get the best compensation plan; reducing travel expense; best methods of training. Full of valuable tips from ex-perience in working out quotas, budget, territories; planning conventions, better sales manuals. Prepared by experts who have drawn freely on their own practical have drawn freely on their own and consulting experience. \$4.00

\*\* Mail This Form THE RONALD PRESS COMPANY Dept. M399; 15 E. 26th St., New York, N. Y. Dept. M377; 15 E. Zeth St., New Tork, N. T. Send me a copy of SALES MANAGEMENT. Within 5 days after its receipt, I will send \$4.00 (plus a few cents for delivery). If not entirely satisfied, I have the privilege of returning it within 5-day period.

Name	
Bus. Address	
City	State



# SPEED? YES 100% — but have you thought of FLEXIBILITY?

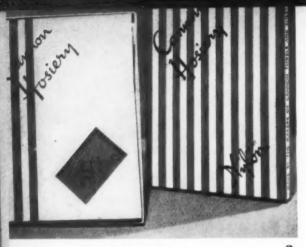
It's our gift to modern selling, for we do what you need in the way it should be It's our gift to modern selling, for we do what you need in the way it should be done. Special samples to lay before a buyer, or close a sale? They'll be delivered on the dot to any address you give. Territory crying for goods? Specify "RUSH BY RAILWAY EXPRESS." Buyer requiring goods delivered on specified dates? Make your plans with our local agent. Quick delivery to a new customer whose rating you can't check? Ship C. O. D. by R. E. A.—the acme of flexibility. In a word—USE RAILWAY EXPRESS AS IF IT BELONGED TO YOU. We call for and deliver shipments in all cities

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NATION-WIDE RAIL-AIR SERVICE





## DESIGNING TO SELL











1. Compact: "An excellent example of purposeful industrial design having in mind the all-important sales factor of appearance values along with practical production," is how Designers for Industry, Cleveland, describes the Duraton hearing aid redesigned by its director, Onnie Mankki, for C. L. Hoffman Corp., Pittsburgh. Comparative illustration shows the old model and the new, the latter smaller in size and featuring a grille for protecting the microphone screen, a decorative metal band of polished aluminum and case and knobs in zinc die casting finished in opalescent gray-brown.

2. Stripes for Nylon: Cannon Mills, Inc., N. Y., reports that a host of shoppers who rushed to department stores May 15 to take advantage of the first over-the-counter sales of Nylon stockings asked for "Nylons in the red-and-white striped box." They're Cannon Nylons, woven from the new du Pont yarn. Each individual pair of hose is packaged in a printed cellophane wrapper of the same color combination carrying instructions for care and washing.

3. Plastic in the Kitchen: Monsanto Chemical Co.'s Resinox plastic has been fashioned into two bright new kitchen aids, the Hygene apple corer and slicer (3A) and egg-slicer (3B), both molded by Northern Industrial Chemical Co. for Progressive Novelty Industries, Boston. Containing no metal parts, the apple corer can not rust or tarnish, and in one operation cores and neatly slices an apple into eight segments. Cutting wires of the egg slicer are of stainless steel.

4. Gift Shaver: Remington Rand, Inc., Bridgeport, Conn., is packaging its new "dual" shaver in a "dual" package—a traveling case fitted into a silver-plated cigarette box cedar lined to hold 100 cigarettes — and announcing the combination as "two gifts in one" for Father's Day or graduation.

5. Music Hath (Visual) Charms: Latest industry to adopt transparent wrapping for its products is the recording business. Columbia Recording Corp. inaugurated the idea by dropping the old style Kraft wrapping (right) and substituting Celluloid Corp.'s transparent Lumarith on record albums. "It's a super-dooper for sales punch," Columbia is telling its dealers and distributors.



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How to merchandise the premium offer

When and how to pre-test your

When to use a direct premium—

Whether to offer cash or merchandise

How to select the right plan

How to prejudge results

How to handle redemptions at

—and the tested answers to scores of other questions. Here is presented for the first time the sum total of successful premium experience over the years—detailed information on the whole subject of premiums, set down in orderly arrangement for easy and ready reference. One of the oldest of all selling forces and one of the strongest allies today to help all forms of advertising yield more orders is now reduced to infallible, money-making formulas, the result of years of costly trial and error. Tells WHEN and HOW and WHICH of the various types of premiums to select to do a specific job; what offers to use for jobbers' salesmen, dealers and

clerks, one's own sales organization, and consumers. Gives a digest of all laws, old and new, pertaining to premium use; tested campaigns for twenty-two sample industries; the right answers to every question about premiums that users, manufacturers, sales organizations, and advertising agencies could possibly ask. Not only is this the ONLY BOOK ON THE SUBJECT and therefore of immediate value to all who seek to improve methods and results, but its accuracy and scope guarantee its usefulness as second to none in the field of important advertising references.

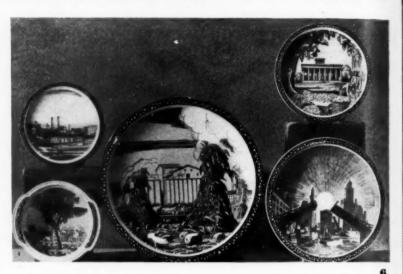
 PREMIUM PRACTICE MAGAZINE 420 Lexington Ave., New York, N. Y.
Enclosed is check money order for \$3.50, for which please send me "PREMIUM ADVERTISING AS A SELLING FORCE."
Name
Address
CityState







# DESIGNING TO SELL



6. "Our America": Rockwell Kent has interpreted for Vernon Kilns, Los Angeles, significant and colorful scenes and activities of the various sections of the United States in the designs for "Our America" dinnerware now being sold in leading department stores. "As distinctly American as the Mississippi, as modernly American as tomorrow's airliner," the more than 30 designs on platters, cups and saucers, bowls, etc., are bordered with a band of stars.

7. Face-lifted: Worcester Lawn Mower Co., Worcester, Mass., has streamlined its lawn mower and named it the "Worcester Shear." Features: Handle of chrome-plated steel tubing, rubber tipped; semi-pneumatic tires to eliminate noise; vital bearings sealed against dirt and moisture.

8. North light: Francesco G. Collura, design director of the eastern division of Designers for Industry, has styled the new fluorescent desk lamp manufactured by Miller Co., Meriden, Conn., to give "north light performance" from "smart, modern streamlining." Basic theme of the parabolic reflector has been carried through column and base, resulting in a "unified, wholesome style which is extremely pleasing."

9. Picnicker: Marking the inauguration of Summer picnic goods prometions, Oneida Paper Products, Inc. and Continental Bag Specialties Corp., N. Y., are introducing Flav-o-Fresh waxed sandwich bags in a folding display box. Each box is a complete unit, containing two dozen five-cent (or one dozen ten-cent) packages, and can be transformed into a fully-stocked display by opening the top flap.

10. New Product: Jean Jordeau, Inc., South Orange, N. J., is introducing superfluous hair remover in lotion form with a mild, fragrant odor, packaged in a white frosted container with blue plastic cap and blue and white tassels. The screw cap to which a rubber applicator is attached is made of Coltrock plastic recently developed by Colt Patent Fire Arms Mfg. Co. Swindell Brothers, Inc., supplies the bottles.

11. Projector: "A real honest-to-goodness slide projector at the heretofore unheard of low price of \$9.95" is the new Vokar, manufactured
by Electronic Products Mfg. Co., Ann Arbor, Mich. Containing a 100-watt
prefocused lamp, Bausch & Lomb condensers and special Vokar lens, the
projector is designed to take both 16mm. and 35mm. two-inch glass or paper
mounted slides. Insertion of second slide automatically ejects the first.



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## T.P.A. Seminars Show Advertising Can Cut Industrial Sales Cost

■NDUSTRIAL advertising can and does reduce the cost of selling when certain basic principles are observed. These principles were discussed in great detail May 15 in New York at an all-day seminar conference of the Technical Publicity Association, observing the 35th anniversary of the Association. Twentytwo speakers in four seminars advanced ideas about the cost-reducing effectiveness of advertising, how to analyze sales objectives, how to integrate advertising with industrial sales activity and how to evaluate results. At a luncheon for about 600, W. L. Batt, president of SKF Industries, made a solemn, impressive address about industry's selling job in the face of war conditions, urging straight, clear thinking by Americans and immediate unity of the nation behind the new national defense program.

Mr. Batt said that our free enterprise system is disintegrating because business—punished by hammer blows over the head—has lost in public confidence. He called upon business to develop the values of free enterprise, sell it back to the people, and resume the leadership for which it is peculiarly

suited.

#### Six Advertising Essentials

In the seminars, one speaker after another, after admitting many weaknesses and failures of industrial advertising, hammered home their beliefs that it can and does reduce the cost of industrial selling when these basic factors are covered:

1. When advertising volume is adequate—so that salesmen, at high expense, are not required to do the job advertising should do for them for

much less.

2. When advertising is based on

sound market studies.

3. When definite advertising objectives are tied up closely with definite sales objectives by unity between the sales and advertising departments and with constant, well-informed advertising supervision by sales executives

4. When advertising is displayed in the right places to reach the right people with least waste.

5. When copy and illustrations tell the prospect all he wants to know in clear, forceful fashion.

Finally, when the product is good, the company reliable, and distribution and sales service adequate.

Industrial advertising, soundly based on all these principles, said several men of long experience, helps keep customers sold, gets repeat orders, increases sales volume to cut production cost, and actually reduces the ratio of

sales cost to gross sales.

Many important sidelights on how to make advertising effective were advanced. As for adequacy of advertising volume it was the concensus that an advertising budget should be based upon a definite percentage of past sales, a definite percentage of projected sales, and be large enough, in any case, to accomplish a definite objective, with some slight attention to the size of competitors' advertising activity.

Basic market studies preceding an advertising campaign, said several speakers, should always be made in the field, not merely in the office, with close cooperation with salesmen on the firing line. Definite sales-advertising objectives should be determined for major fields and major markets considering both the national situation and conditions within each company's own industry, without distractions set up temporarily by competitors or local disturbances. The long view is always best, veterans believe.

Choosing the right places to advertise, speakers said, calls not only for studies of coverage but of who the prospects are, what they think of the media they see, what they want to know from advertisers. This cannot be learned by mail from slim percentages of total readership. It calls for intensive personal contacts with carefully selected samples.

Industrial catalog advertising came in for a plug, as a strong back-up for space advertising in business papers. It doesn't have to create the buying urge. It supplies buying information to prospects ready to buy, thus cutting down

waste

A method of comparing the effective cost of displays in conventions and expositions with ordinary selling costs was advanced thus: Average per-call cost for an industrial company is \$5. This company figures that 10% of 40,000 people attending a convention will stop at its exhibit. If the exhibit expense is \$8,000, the cost per contact is \$2. But the company cannot consider the average value of such con tacts to equal its five-dollar sales calls.

Chairmen of the seminars were

Charles McDonough, advertising manager, Combustion Engineering Co.; O. S. Tyson, president, O. S. Tyson & Co.; M. V. Merrihue, industrial advertising manager, General Electric Co.; Charles C. Chamberlain, advertising manager, Jenkins Bros.; R. A. Wheeler, manager of publicity, nickel sales department, The International Nickel Co. James R. White of Rickard & Co. presided at the luncheon.

#### The Answers Are on Page 12

"High-Spot Cities," the new and exclusive guide to most-responsive markets will answer the three questions posted on pages 65, 67 and 69—and give you the forward low-down on 89 other cities.

See on that page also the announcement of a new pre-publication service at only one dollar a year which will give you the forecast on 204 major cities. The Significant Trends department this issue has a complete explanation of the "High-Spot" feature.

Base your campaigns on prospects of the future rather than what happened in the past: "High-Spot Cities" is a new feature created to help you reach that goal.

#### SALES MANAGEMENT

420 Lexington Avenue New York City

# APTITUDE TESTING

N 1939 we tested for selection and promotion 4,000 salesmen and sales executives for an increasing number of important national firms.

We shall be glad to submit to responsible executives complete information on the practical application of this new technique in reducing the cost of distribution.

# THE PERSONNEL INSTITUTE

America's Largest Commercial Psychological Testing Institute

Morris I. Pickus, Pres. 225 North Wabash Ave. Chicago, Illinois



For years dairies stubbornly refused to believe that a Divco costs less to operate than Dobbin. Now Borden's alone uses more than 1,600 of the trucks.

# How We Meet the Bugaboo of "We're Satisfied, Why Change?"

"My business is different" was also a familiar tale to Divco salesmen in pioneering a new type of truck. Research cost money, but it wilted both objections.

Based on an interview with

#### JOHN NICOL

President, Divco-Twin Truck Co., Detroit

IVCO-Twin Truck Co., Detroit, pioneered a special type truck, designed for low-cost house-to-house delivery service, more than a dozen years ago. The product had numerous demonstrable advantages, including those of fine appearance, quietness, convenience, sanitation, time-saving, and economy. But prospects had to be convinced.

And even after they were convinced that the new product was all that was claimed for it, they still had equipment of one kind of another which would have to be disposed of before it could be replaced by the new and better

type. The house-to-house delivery unit was best adapted for use by the dairy, bakery, laundry, dry cleaning, department store, parcel delivery, and similar businesses in which stops are frequent and the vehicle stands still much of the time. Its patented body and construction incorporated numerous conveniences, including a low, through aisle and choice of driving position either sitting or standing.

The motor was small, while the axle, clutch and other major parts were standard, hence the principal operating parts were over-size as compared with the motor and low maintenance costs

were assured. The small, low-speed motor would propel the vehicle most economically, and it would idle for seven hours on a gallon of gas.

All these were demonstrable facts. Nevertheless, prospects did not rush in with advance orders. On the contrary, the company went through two or three reorganizations before it attained a profitable basis.

Prospects had to be shown, so Divco representatives went out and volunteered to show them. As the dairy industry was the largest available field, they went first to the dairymen.

There they found sentiment in favor of "Old Dobbin" still strong. Many insisted that no machine could equal a trained horse. Their horses knew the routes as well as the drivers; all a driver had to do was whistle or speak to his horse and the latter knew just where to go and where to stop. The horse was economical in initial cost and in operation. He consumed nothing while standing still, and a house-to-house delivery vehicle stands still 50 to 70% of the time.

Some others had been carried away by the spirit of the motor age and had bought conventional type trucks, only to find them unsuitable for such service. Built to carry a heavy load at comparatively high speed, conventional type trucks had excess capacity and consequently high operating costs. Gasoline consumption was excessive; and they would not stand up in a service which required such frequent starting and stopping.

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"We had to overcome prejudice in favor of the horse and we had to overcome prejudice against the truck," John Nicol, president of Divco, says. "Prospects had to be shown, and even then they were reluctant to admit the demonstrated facts. We made innumerable surveys, some at great cost, but each new prospect insisted that conditions of his business were different and we had to show him, too.

"At first we would go to a dairy operator and propose to make a thorough, comparative test, operating his equipment over a route one day and ours over the same route the next day. In many cases we made such comparative tests on most or all of the routes, spending weeks and many thousands of dollars in doing so.

"We put pedometers on the drivers to demonstrate that they walked further when they drove a trained horse than when they drove a Divco truck. We proved, to the surprise of many operators, that the trained horse was not nearly so efficient as he was popularly reputed to be. He would frequently walk off while the driver was making a delivery and the driver would have to chase after him.

"Perhaps when the driver went around to the side of the house to make a delivery the customer asked for an extra bottle of cream or some cot-



Blackstone Studio

John Nicol, who has been president of Divco-Twin Truck Co. since 1936, has had extensive experience in sales and engineering. As superintendent of construction, he built railroads, street railways and a gas plant in North Carolina. Later he headed a Federal Truck distributing firm in Illinois, managed the Minneapolis and Chicago offices of General Motors Truck Co. His hobbies are swimming

and boating.

tage cheese. The driver hurried out to get this, found the faithful old horse had taken a stroll, had to go after him, then had to walk back, and so on. Putting pedometers on the drivers' legs proved that horses do walk off and Divcos don't. In such a test for one dairy, we established a total saving of 204 miles a day.

"We also put meters on the wheels to record the exact number of miles traveled by wagon and truck. Then we kept a record of such details as the weather, time of starting, time returned, net time on the route, time out for lunch, number of customers, number of units delivered, number of solicitations, number of collections, number of miles traveled, time saved per unit, and others.

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'Almost without exception we demonstrated that Divcos would cover the routes in at least 30% less time than would horses. This meant that routes could be consolidated and lengthened, branches could be abolished, or the time saved could be spent in soliciting. This time saving of 30% meant that the dairy operator could take off 30% of his equipment, and the saving thus effected in many cases would amount to more than an operator was earning.

#### For "Men from Missouri"

"Here is a specific case," Mr. Nicol continued as he produced one of the surveys from his desk: "After making a complete survey of 90 routes served by one dairy, we estimated that 66 Divcos would do the work of its 90 horse-drawn vehicles. The management was convinced and began to change over gradually. Business increased, and today that company is operating 124 of our units.

Where our competition was with conventional-type trucks, we demonstrated that our units were far more economical. They would save probably a couple of gallons of gas a day in idling time alone, and on 100 routes that would total about \$30 a day, or the equivalent of the profit on a large volume of business. We could also point out why maintenance costs on our product would be much lower, but it took time to demonstrate this.

It took longer than anticipated to win unqualified acceptance of our product, but when we did succeed in persuading an operator to try it, we seldom had to make any effort to sell him other units thereafter. One company operating nationally has bought more than 2,500 Divcos, another has bought over 1,500, and many others are operating fleets of 100 or more of our units."

It was not until about 1935 that

bear fruit. It had taken years to convince prospects of the merits of the product and to get them to change over; but once the movement began, it came with a rush. Plant facilities soon became inadequate, and in 1939 the company built a complete new factory with facilities for tripling production. Sales reached new peaks each month during 1939, and the first quarter of the present fiscal year shows an increase of about 100%.

Meanwhile, net profits which had

amounted to 31 cents a share in 1938 jumped to 91 cents a share in 1939, and this was after writing off the nonrecurring expense of moving into the new plant.

The company has about 50 dealers and factory representatives covering the entire country. Each has a large territory, as the market is rather restricted, and selling has become a minor consideration now that the former missionary work has taken full





## Number One HIGH SPOT CITY FOR JUNE, 1940

#### COLUMBUS, GEORGIA

See page 12 for Sales Management's new index and roster of outstanding

Executives looking for selective markets where income is definitely up and population is on the increase, should investigate Columbus. Consider:

## POPULATION— UP 23%

Increase from 43,141 to 53,104 in city corporate limits population indicated in preliminary Bureau of Census reports for 1940.

Increase to 75,183, as against 57,588, indicated for Muskogee County.

Present census information indicates that Columbus is the most rapidly growing city in Georgia.

## BUYING POWER-UP 33%

Sales Management's new index of monthly income, showing Columbus with an index of 133, or 33% above the national average, in comparison with its 1939 June income, is evidence of the activity of the market.

This is in keeping with the facts reported in SM's Survey of Buying Power, April 10, which showed Columbus the leading city in the state in New Car Sales increase — 53% over 1938.

Columbus Makes Money — And Buys!

IN COLUMBUS, IT'S THE

### LEDGER-ENQUIRER

Represented nationally by The Branham Co.

# **Marketing Flashes**

[Chemistry Performs Another "Impossibility" — Slide Films More Real Than Life Make Debut]

Perfume Stick

For centuries chemists have been seeking a way to keep perfume from losing its fragrance. Alcohol evaporates; wax and greases retain aroma, but they turn rancid. Palol Perfumed Products, Inc., N. Y., claims to have performed this feat of preservation.

Palol, "an inorganic chemical discovery, draws no moisture, possesses a maximum affinity for essential perfume oils represented by about 50% of its ad valorem weight. It requires no preservatives and is free of rancidity." Palol has many uses: To give natural odor to artificial flowers, to banish the unpleasant odor of rubber, to make a soap for dogs that gives Rover the aroma of pine woods. The firm wholesales Palol to manufacturers for them to use diversely, and it has recently began to retail a perfumed stick (Vanistick) of its own.

Chemist Arthur S. Berry in conjunction with the du Pont laboratories perfected Palol and is v.-p. in charge of production. Part of his job is working out applications for the product in many industries. "We are in somewhat the same position as the pioneers of aluminum. Applications are innumerable."

Louis C. Pedlar is president of the firm and of the subsidiary Perfume-Stick, Inc. Co-founder of Pedlar & Ryan, N. Y. ad agency, he is in charge of the publicity and merchandising of Vanistick. Resembling a lipstick, "Perfume Vanistick is imported perfume essence in a solidified form. Does not spill or evaporate even if you leave its cover off indefinitely." It retails for \$3. Each stick contains "the equivalent of a three-ounce bottle of perfume." Girls dab it behind the ears or anywhere "to lend subtle allure any time or anywhere that desire prompts.'

Trade paper ads, through Metropolitan agency, N. Y., will begin next

#### Three-Dimension Slides

Three-dimension slide pictures in full-color natural photography are here. The first demonstration was given in Chicago before a small group of magazine and trade paper writers. One projector had been completed as of that date, but 50 more are in process of manufacture. Soon they will be

made available for purchase or on a rental basis. Every person present realized that he was witnessing the birth of a new technique in sales films. It surpasses, immeasurably, anything that has gone before. It's done with polaroid.

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Each picture stands out with a brilliancy that is close to magic. One loses the sense that here is a picture on a screen. The feeling is like looking through a window upon a landscape. Commercial applications were illustrated by throwing on the screen factory interiors, views of products. There were girls in Jantzen swimming suits by blue pools; girls fractionally concealed by towels modestly held, in colorful Crane & Co. bathrooms.

The foreground seems to project in front of the screen. When trees were shown with branches overhanging the demonstrator walked back to the screen and the limbs of the trees, with fruit on them, appeared actually to be in front of him.

R. V. Brost, vice-president of Three Dimension Corp., New Holstein, Wis.,



Full size torsos such as this will display Jantzen swim suits during the Summer. They are made by W. L. Stensgaard and Associates, Chicago, from transparent and translucent Monsanto Chemical Co. platics. Because the torsos are light in weight they can be fastened to walls or hung on wires in simulated under-water



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W. V. Peters, left, and C. B. McGehee, right, have been appointed managers of sales by Truscon Steel Co., Youngstown, Ohio, in charge of the northern and southern areas respectively. Mr. Peters was formerly assistant gen. s.m., and before that was district s.m. in Cleveland and s.m. of the steel window division at Youngstown. Mr. McGehee was s.m. of the highway products division, and district s.m. at Atlanta and Dallas.

endeavored to explain the workings of this magic in terms that the unscientific minds present might understand. It is accomplished something in this man-

Two pictures are taken on color film either with a stereoscopic camera or with two separate cameras placed so that they focus from different angles. Standard 5x7 inch films are used. These are trimmed to 31/4x4 inches and fixed in rigid slides. A twin projector is employed and the two pictures are superimposed, very exact register required, on the screen. But that doesn't complete the job.

To get the full effect the watcher is supplied with polaroid glasses. Polaroid does something almost uncanny to light rays. One lens shut; off one image and the other shuts off the other. The screen seemingly vanishes. One sees depth with startling clarity. Depth, in fact, appears intensified; more pronounced, perhaps, than in true vision. Color seems to be glori-

Mr. Brost was formerly official photographer for the Garden Club of America. He photographed, in color, gardens on famous estates. These were made into slides for stereoscopes. Only one person could look into a stereoscope at one time.

He conceived the idea of projecting steroscopic slides by the magic lantern method. As he progressed he conceived an automatic projector—one that would change its own slides mechanically. The machine now in manufacture can be set to show any series of pictures, from five to 35, automatically and then repeat. Or, by adding a new tray of pictures manually, the process can go on without limit. By using an extension cord and push button the changing of the slides can be controlled at will.

Thus the changing of the picture can be timed to the whim of the lecturer or it can be controlled to coincide with a recorded sales talk. Jantzen Knitting Mills, Portland, Ore., is the first company to make commercial application of the new film.

Crane, United Air Lines, Elgin Watch, Hickok, Packard and other companies are standing in line for the first projectors to come from the plant. Soon a machine will be in operation at the New York World's Fair. The machines, according to Mr. Brost, are being leased for the present but probably, when costs have been determined, will be sold outright. Service by the manufacturer includes the taking of pictures and their preparation for the slides.

The manufacturer is now perfecting a smaller machine which will use 35mm. color films and expects to have them in production soon. When that is done the price should be reduced to a point where they will be available

#### I'll Bottle Your Love

That's the name of a ballad first sung before the annual convention of the Glass Container Association of America recently. It is part of a consumer promotion being conducted by the trade group to popularize glass containers.

Scott Faron, Association ad mgr., wrote the words. He says that a Tin Pan Alley publisher is considering its publication for dealer distribution. Melody and lyric have been copyrighted. Sample from the refrain:

"So I'll bottle your love And label it 'Grade A,' Display it so that all the folks can

And if they ask the price, I'll say it's much too nice

To sell to any customer but me."

Mr. Faron's verse compares well with most Tin Pan Alley lucubrations. Maybe it will start a vogue of other popular-commercial songs. "Remember "In My Merry Oldsmobile"?

Pineapple Ice Cream

Crushed pineapple has been used for a long time in ice cream, yet it has never been wholly satisfactory because it clogged mechanical feeders, did not flow freely from ice cream machinery.

Pineapple Producers Cooperative Association, San Francisco, last month an-nounced "Hawaiian Pineapple Cubes" which, it is claimed, overcome previous difficulties. A big trade campaign will instruct manufacturers how to use the cubes, suggest ways of increasing consumer demand for pineapple ice cream.

Botsford, Constantine & Gardner, San Francisco, is the agency.



everyone from manager to doorman.

Food that has made our four restaurants famous.





Deep beds, crisp linen, modern furnishings planned for comfort.

Gay music for dancing, or calm quiet if you prefer.



Convenience that saves time and money. Hotel Cleveland adjoins the Union Terminal and Terminal Garage, and is next door to everything you'll want to see in Cleveland.



## HUSTLE WITHOUT BUSTLE

We're hustlers when the occasion demands but we don't make any noise about it. Our service is as cheerful and quiet as it is speedy.





No doubt several of your problems are among these . . . to be threshed out at the 18th Annual Conference and Exposition of the National Industrial Advertisers Association.

All Industrial Marketing Executives Are Invited

#### 1940 INDUSTRIAL ADVERTISING CONFERENCE

DETROIT . . . HOTEL STATLER SEPTEMBER 18, 19, 20



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

#### **How WHAS Serves Greater** Louisville Market

"Once upon a time," begins the theme of a new radio market book published by Station WHAS of Louisville, "there was a radio station that decided not to claim that it was the greatest, the best, the most powerful, or the most anything else in all the United States, Canada and South America. It even decided not to claim that its listening area was the richest, the most profitable, or even full of the best-dressed, best-fed people east or west of the Rockies.

What that station did decide to do seems simple enough - to so completely identify itself and its call letters with the territory served that it would in all respects become part and parcel of the life and interests of its millions of listeners. In "Power Where It Counts," the WHAS story of market and buying power, of radio sales campaigns proving the success of the sta-tion's policy of service, is told for the benefit of advertisers concerned with metropolitan Louisville and its greater tri-state trading area.

The study gives a minimum of data, offers detailed breakdowns for counties involved on request. Well illustrated, however, it covers the major factors of industrial and agricultural activity, and of specific campaigns. And to a greater extent than in most radio studies, it presents details of its merchandising service—its roto-gravure Sunday magazine distributed with the Sunday Courier Journal; its dealer trade paper, newspaper publicity, displays, market data and surveys. Executives interested should write John R. Hoagland, Station WHAS, Louisville, Ky.

#### Sun's 1940 "Valuable Data" on New York Market

The 1940 edition of the New York Sun's "Valuable Data on New York, the World's Greatest Market," is out. As reported each year in this column, this is an event for all manufacturers now distributing in New York's metropolitan and trading areas-and an invaluable guide for any and all who are contemplating the plunge.

The first three sections—Advertising, Circulation, and Editorial—are concerned with the newspaper situation in the market, re-porting in utmost detail on linage and circulation comparisons for all newspapers, and on the editorial program and contents which distinguish the Sun. In the com-pleteness of its detail, the book defies description. Suffice it to say that practically any question on these matters which has arisen over the years in which the study

has been published is here noted and answered.

Section 4. The Market, abounds in maps, tabular data, and charts on population, income, expenditures by income classes, retail trade by stores and kinds of business in all towns and counties, and in comparison with other leading cities, and wholesale trade in New York and other leading cities. Then follow data on manufactures, industry and business, automobile ownership, motorboats, real property telephones, savings bank deposits. In conclusion, a "Profit Perspective of the New York Market" pictures the types of homes making up the area, emphasizes the necessity—and possibility-of selective marketing.

The study, in attractive board binding, is available to sales and advertising executives, on request to Edwin S. Friendly, The Sun, 280 Broadway, New York, N. Y.

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#### Considering San Francisco? Here Is a Guide

In keeping with the trend toward "Continuing Studies" throughout the advertising business, the San Francisco Call-Bulletin has produced and is now distributing the "Continuing Data File on San Francisco and the Call-Bulletin." The file itself is the expanding type, in gold overlay, and in its initial form includes (1) a folder on the San Francisco market, with industry, wholesale and retail trade, buying power and miscellaneous market factors; (2) a folder on the history and features of the Call-Bulletin; (3) a miniature copy of a 30-page issue of the newspaper itself; (4) "Facts about Liquor," a folder containing recent market studies; (5) a Scotch whisky investigation, dated March, 1940.

The newspaper plans to make the file "continuing" in every sense of the word, supplemented at regular intervals with additional folders, circulation and linage comparison, and with new market and distribu-tion data as secured. We believe this data file will prove extremely useful to all sales and advertising executives operating in the San Francisco market. It is available to any advertiser or advertising agency, on request to Thor M. Smith, the Call-Bulletin, San

Francisco, Cal.

#### What Brands Do Boys Prefer? "Open Road" Has the Answers

Show us the manufacturer who can remember his own kid days, and who knows and likes the youngsters of today whether he is an advertiser in Open Road for Boys or not, it's a bet he'll get a real kick out of the recent survey published by that magazine. With the descriptive title, "The Man of Tomorrow in the World of Today," the book of twelve pages presents the results of a survey which probed the reader interests of its subscribers—and then proceeds to show "favorites" -- hobbies, soft drinks, candy bars, gum, fruit juice, cereal, movies, radio programs and stars, automobiles, typewriters, fountain pens, bicycles, cameras, radios, sport shoes, and rifles.

75.8% of the boys own bicycles, with Elgins in the lead and 144 other makes in use; 47.5% own rifles, with Winchesters in the lead—this item reflecting the annual Open Road National Rifle Matches, in which over 7,000 entries are made each year. Believe it would pay most manual open results and the second results are made each year. facturers, and their agencies, to get this information straight from such hard-shooting shoulders. Requests to Nelson J. Peabody, Open Road for Boys, 1 West 42nd St., New York, N. Y.

## PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order. Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

#### EXECUTIVES WANTED

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SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 50 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by reand provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET. NEW HAVEN, CONN.

EXECUTIVE POSITIONS — The Executive Bu-reau's personalized advertising service offers a digni-fied, practical and confidential procedure to salaried executives of outstanding ability to complete the im-portant first-stage negotiations for the higher salar-ied positions. The low cost of each campaign is financed and controlled by the client in a fair con-tract agreement. Identity held in scrupulous confi-dence. Inquiries invited from those whose qualifi-cations can meet exacting requirements. THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Build-ing, Rochester, N. Y.

#### HELP WANTED

#### SALES OPPORTUNITY

WANTED: Salesman who has observed the un-usual profit opportunities in the field of franchise distribution and therefore seeks a connection with a

substantial manufacturer.

Leading concern with patented, trade-marked, nationally advertised product, will select three men immediately to take over and operate established selling organizations in Providence, Newark and Jersey City.

jersey City.

This is a chance-of-a-lifetime to become associated with one of the really strong national franchise organizations, and form an important long-term relationship where the profit outlook is excellent.

Only \$4,000 investment required. Approximately \$3,000 for office equipment and full stock, and the balance as your own working capital. (We do not seek capital, and have no "territory to sell").

If your response leads us to believe that you can develop under factory training (provided at our expense) into a prosperous Distributor, an interview will be arranged. Box 725, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

#### LINES WANTED

ESTABLISHED WHOLESALE New ESTABLISHED WHOLESALE New England manufacturers' representative seeks specialty line. Can handle warehousing. Have retail specialty selling facilities to push line. Prefer merchandise sold as package-item, medium or low unit of sale, highly patented, wide usage potential. Kindly give full particulars. Box 724, SALES MANAGEMENT, 420 Lexington Ave., New York City.

#### AGENCIES WANTED

AGENCIES WANTED

Capable executive, Gentile, Yale graduate, experienced in sales management and administration seeks one or more organizations requiring representative or district manager to set up and supervise dealers or sales force in New England and/or Metropolitan New York. Prefer advertised products in household, office or factory appliance field, drug field or in taw material supplies to factories. Able to maintain self while business is building or to invest in right product. Complete personal record and references available when required. Box 723, SALES MANAGEMENT, 420 Lexington Avenue, New York.

EXPERIENCED SALESMAN covering New York, Ohio, West Virginia, Western Penn., Kentucky, wants established line selling to jobbers and dealers as manufacturers' representative. Commission basis. satisfactory. Box 722, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

#### LINES WANTED-Continued

The FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y. Ag-85: Territory: Metropolitan New York, New Jersey. Wants beverages and syrups. Has warehouse and delivery facilities.

Ag-86: Territory: Metropolitan New York, hdqrs., New York City. Wants notions or housewares items. Ag-87: Territory: New England, hdqrs., Boston. Wants industrial, building, lighting, hardware and cosmetic products selling to jobbers, wholesalers and department stores.

department stores.

Ag-89: Territory: Denver, Los Angeles and intervening states, hdqrs., Denver. Wants any meritorious product.

Ag-89: Territory: Denver, Los Angeles and intervening states, hdqrs., Denver. Wants any meritorious product.

Ag-90: Territory: National, hdqrs., Buffalo. Wants attractive items to be sold by mail.

Ag-91: Territory: Metropolitan N. Y., hdqrs., N. Y. Wants exclusive distributorship for national advertised line in electrical hardware, automotive, toiletries or drugs. Will invest in right product.

Ag-92: Territory: Mich., N. W. Ohio, hdqrs., Detroit. Wants products selling to plant, power & production engineers, chemists or metallurgists in industrial concerns. Self-sustaining line or two noncompeting lines.

Ag-93: Territory: Cal., hdqrs., Los Angeles. Wants lines selling through grocery and drug trade.

Ag-94: Territory Philippines, hdqrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.

Ag-95: Territory: Pacific N.W., hdqrs., Multnomah, Ore. Wants mill supply, plumbing & industrial supplies selling to either jobbing or industrial supplies selling to either jobbing or industrial supplies selling to dept. stores & jobbers.

Ag-97: Territory: Chicago, Wants hardware, drug, gift, dental supplies, school & stationery supplies selling to dept. stores & jobbers.

Ag-97: Territory: Ill., hdqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.

Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or machinery supplies used in manufacture of rubber products.

products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago, & Ill., northern Ind., river towns in Ia., hdqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers. Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists,

A., Cal. Wants products selling to doctors, dentists, hospitals, etc.
Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville.
Wants anv meritorious service or product.
Ag-104: Territory: Pacific N. W., hdqrs., Spokane.
Wants lines selling to hardware, electrical, furniture trades; dept. stores.
Ag-105: Territory; Ind., Ky., southwestern W. Va., southwestern O., hdqrs., Cincinnati. Wants lines selling to electrical, hardware, automotive & mill supply jobbers.
Ag-106: Territory: N. V. metropolitan area & sur-

jobbers.

Ag-106: Territory: N. Y. metropolitan area & surrounding territory; hdqrs., N. Y. City. Wants radio,
sporting goods, electrical appliances, photographic
supplies selling to retailers, wholesalers & manuferences.

Ag-107: Territory: Canada, hdqrs., Toronto, Ont. Wants drugs, sundries, office equipment.
Ag-108: Territory: N. Y., Ohio, W. Va., western Pa., Ky. Wants line selling to jobbers and dealers. Commission basis satisfactory.

#### PHOTO POST CARDS

PHOTO POST CARDS

Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton. Ohio.

#### POSITIONS WANTED

CAPABLE EXECUTIVE, now employed. Unusual experience record in sales management, credit colections, office management, accounting, with concerns doing national business. An organizer, capable of taking full charge of sales or credit department. Interested in opportunity to render valuable service in broad field. Knows how to inspire and lead men. Enjoys hard work and heavy responsibilities. Box 726, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

#### REPRESENTATION WANTED

WELL ESTABLISHED LOOSE LEAF MANUfacturer is bringing on the market a new line of sales presentation binders. Based on new mechanical principles these binders are far superior to any now available. Fully protected by patent. Straight commission, exclusive territory. All or part time. Box 716, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

716, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Mo., Wisc., Minn., and West.

Mf-43: Product: Office specialty, selling direct to commercial houses federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National. Mf-47: Product: Advertised drugs, toiletries, cosmetics and sundries selling to drug, dept. stores, chains and syndicates. Territory open: Wis., Ill., Ind., O., Minn., Ia., Mo.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, centractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

Mf-51: Product: Stationary coin meters leased to restaurants, lunch counters, concessionaires, etc. Territory open: National and foreign.

Mf-53: Product: Stationary coin meters leased to restaurants, lunc

Mf-54: Product: Industrial heavy lubricant, estab-lished and repeating business. Territory open: S. E., and Canada. Mf-55: Product. Paints, varnishes & specialties

and Canada.

Mf-55: Product. Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: Eastern & central states.

Mf-56: Product: New low-priced dress & women's sportswear display form selling direct to variety, dept., & women's apparel stores. Territory open: Narional.

National.

Mf-57: Product: New product for representative with bakery & restaurant following. Territory open: Na-

bakery & restaurant following. Territory open: National.

Mf-58: Product: Drafting specialties & equipment selling to art supply houses, engineering depts., architects & schools. Territory open: National.

Mf-59: Product: Specialty product for home selling direct to consumer. Territory open: National.

Mf-60: Product: Automotive liquid cleaner that polishes & maintains silver surface; sold to fleet owners, service stations & garages. Territory open: National.

Mf-61: Product: Drug sundry now sold by most chains to sell in drug, dept. stores & chains. Territory: Cal., Ore., Wash.

Mf-62: Product: New principle stuffing box packing for industrials, power plants, equipment manufacturers. Territory open: Eastern seaboard and Ohio.

# C O M M BY RAY BILL



PUTTING ON THE HALO: Many people engaged in the sales side of American business—or in advertising, which constitutes such a vital part of modern marketing—seem to suffer from various sized doses of what is commonly called inferiority complex. Because critics, both destructive and constructive, often hit the profession of advertising and selling on the chin, many seem to think they should tremble or at least assume the defensive.

With all of this we have always emphatically disagreed, believing that sales and advertising are primarily responsible for the lion's share of all forms of employment in this country and in largest measure for the high standard of living enjoyed by the American people. But we have never heard this theme expounded more emphatically and effectively than by Col. Willard T. Chevalier, publisher of Business Week, in his recent address before the members of the American Association of Advertising Agencies. We quote high spots from his talk and urge that they be spread far and wide as gospel, not only by sales executives, but also by salesmen.

"Today we have three classes of goods and services: Necessities, luxuries and optional goods, which latter in our economy constitutes the bulk perhaps of the goods and services that our people

buy and use.

"The luxuries of today become the optional goods of tomorrow and the necessities of the day after tomorrow. This distinction is vital, because more and more of our workers—and I use the word 'workers' clear from the top down to the bottom—must find employment in producing optional goods. As we have a higher and higher productive power, we must command a higher and higher competitive sales power.

"It is important that we have this competitive sales power not so that the John Smith Manufacturing Co. shall sell more goods and make more profits, but so the employes of the John Smith Manufacturing Co. shall find a market for their services. That is the vital need of an economy that has passed beyond the stage of necessities into the field of optional consumption. More and more of our people are dependent for their livelihood upon our ability or upon someone's ability to interest a larger share of the people in what they are geared up to produce.

in what they are geared up to produce.

"We hear it said that the cost of distribution is too high. Too high with respect to what? A thing cannot be too high in the absolute. What most people mean when they talk of the cost of distribution being too high is that a larger percentage of the total price of the product is involved in distribution, rather than in production.

"My answer to that is, so what? The consumer isn't interested in that. The consumer, for example, isn't interested in what percentage of the cost of his vacuum cleaner is incurred in the foundry, and what percentage is incurred in the machine shop, and what percentage is incurred in the assembly line. He doesn't care anything about that. Neither does he care what percentage is involved in producing it and what percentage is involved in selling it.

"What he is interested in is getting that vacuum cleaner into his hands at the lowest possible cost, and if by changing the percentage from 80% production and 20% distribution to 20% production and 80% distribution we can sell him that vacuum cleaner at 90% of what it cost before, then we have made a net gain, and that is what the consumer is interested in.

"Therefore, when people talk to us about the cost of distribution being too high, simply because it is a higher percentage of the price than it used to be, the first thing I want to know is: Well, by increasing the share of the price that is in distribution, have we in fact reduced the price of the total commodity to the consumer? If that is the case, I don't care whether distribution cost is 90% of the price of the product, there is a net gain to the community from having increased that cost.

"With fewer people required, with the advance of technology, to produce more, naturally more people are needed to create markets. We must forget the idea that the purpose of selling is to fill needs, and recognize that its prime function in an economy of plenty is to create needs.

"So, whether we are selling to the consumer or whether we are selling to business, the producer, it is vital to us that the great job of selling be that of creating a consciousness of new needs, not just an efficient filling of existing needs.

"Often advertising men have let themselves be put on the defensive by the charge that so much of their selling is persuasive. I say that the essential social and economic function of advertising is the persuasive function, the emotional as well as the rational appeal. This persuasive appeal is a vital part of advertising because consumption does not follow the ability to consume, but the desire and the will to consume—that is what governs consumption. Even the ability to consume will be translated from potential to actual under the emotional appeal of persuasion."

Products, Inc., of Detroit, puts out some very attractive full-color literature featuring delectable recipes for its equally delectable products. But entirely aside from selling the product, LaChoy does a real job of selling its business policies and practices. Here is a verbatim extract from LaChoy's booklet "The Art and Secrets of Chinese Cookery":

"The prices at which LaChoy products are available to you are based on the market prices on raw materials, fair rates of wages and hours of work for the men and women employed by LaChoy, a reasonable profit for wholesale and retail merchants, and a nominal profit for our stockholders.

"Our policy is intended to extend and improve the American standard of living for not only our own employes but also the men and women employed by our sources of raw material, and the distributors of our products. We endeavor to maintain an equitable level of prices and wages, instead of lowering quality, reducing wages, or increasing hours of work to compete in price with merchandise produced under objectionable labor conditions. We challenge any firm making products equaling LaChoy's quality and maintaining LaChoy's schedule of rates of wages and hours of work, to profitably sell their merchandise at prices lower than quoted on identical LaChoy items.

"We believe the American plan for social and industrial justice depends on maintaining for self-reliant men and women an equality of advantages and opportunities for obtaining a deserved share of the income from productive enterprises."



Gone from the American scene is the dapper, fast-talking "medicine man." If the sheriff hadn't finished him, today's powerful consumer movement would have made short work of him.

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Manufacturing and selling used to be a game where the customer took what he was offered, believed what he saw on the label . . . but not today. The man or woman who is today's buyer has been taught to wonder what's in the bottle, what's behind the claims on the label or in the advertising. Blind faith has been replaced by sharp curiosity. And government agencies, books, and consumer services

are seeing to it that that curiosity is satisfied.

b

Right now is the time to find out from the people who make up your market how your company and your product stand with them. Now is the time to correct a possible wrong impression or cash in on a good one.

Ross Federal Research, one of the oldest, largest and most experienced marketing research organizations in the country, can find out for you what you need to know—direct from the consumer—accurately, and economically. This is a good time to talk to a Ross Federal man and learn what Ross Federal Research can do to help you.





# "Do you have it in any other color?"

Which of the responses at the right would you advise your salesmen to use in answering the above question asked at an advanced stage of the interview by a prospect who has not yet indicated a decision to buy?

If you train your salesmen to take maximum advantage of the selling opportunities which their prospects open up to them, why require less of your advertising?

Every day of the week, Chicago's best customers for advertised merchandise give you an opportunity to address them in circumstances ideal for selling.

These are the metropolitan Chicagoans who, every day of the week, buy more than 800,000\* copies of the Chicago Tribune in order to get the news of the day, entertainment and buying ideas.

When you advertise in the Tribune, you reach Chicago's largest constant audience—an audience which is accustomed to buy in larger volume and with greater willingness and speed than when addressed thru any other medium in this market.

a. "Yes-but not in stock."

b. "We can get it in red, yellow or blue."

c. "We could order it for you."

d. "Don't you like this color?"

e. "What's the color scheme of your room?"

Chicago retailers know this to be a fact. As a grow they place in the Tribune a larger share of their a vertising budgets than they place in any two other Chicago newspapers combined.

No matter what you sell... or to whom you sell. you can build greater sales and faster turnover building your Chicago advertising program around the Tribune. Rates per 100,000 circulation are among the lowest in America.

# CHICAGO TRIBUNE

THE WORLD'S GREATEST NEWSPAPES

\*April average net paid total circulation: Daily, Over 1,000,000; Sunday, Over 1,180,000

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